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ABSTRACT

This handbook reviews displaced worker and community experiences to identify traumatic areas of concern and, thereby, to propose strategies for other communities should they face similar crises. Part 1 focuses on preventing a plant closing. Indications of plant closure are discussed as well as a pre-closure intervention model to reduce unemployment. Options for the company to pursue in eliminating the need to close are reviewed, and possible types of assistance and incentives available at each level of government are outlined. Working with unions is also considered. Part 2 addresses the reduction of trauma for displaced workers. Issues for the individual involved in the closure are first described. Research data about the displaced workers from two Des Moines, Iowa, plants are reported, and four case studies are presented. Nineteen options the company could consider to assist displaced workers are outlined. One community structure to deal with plant closings and layoffs--a mayor's task force--is then discussed. Procedures in designing and implementing a task force are delineated. Materials from a Des Moines task force are included. A listing of benefits and assistance available to displaced workers is followed by a detailed look at 10 steps in a retraining program for displaced workers. (YLB)

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PLANT CLOSINGS AND LAYOFFS:

Problems Facing Urban and Rural Communities

PART I. Preventing a Plant Closing

PART II. Reducing Trauma for Displaced Workers

BY:

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October, 1982

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PREFACE

The Governor's Office for Planning and Programming funded this project from the one percent CETA Special Research Grant Program. Drake University acknowledges the support and assistance received from the Director of Special Grants, Robert Blank, and his staff. The research was designed to include an interview with displaced workers from Massey Ferguson, Inc., and Wilson Foods, Inc., plants in Des Moines, Iowa. Massey Ferguson, Inc., announced the closing of its manufacturing plant on April 30, 1981 with permanent shutdown on August 14, 1981. Wilson Foods, Inc., announced the closing of its Des Moines plant on March 31, 1981 with permanent shutdown on October 31, 1981.

The Massey Ferguson plant displaced 602 production workers who were covered by an International Union of the United Automobile, Aerospace and Agricultural Implement Workers of America, United Auto Workers and its Locals #174, #256 and #1446. In addition, there were 89 white-collar employees permanently displaced as well.

The Wilson Foods plant closing involved 360 production line workers covered by the United Food and Commercial Workers Union and 42 white-collar employees. The two plant closings effected 1,093 workers.

This study was an attempt to directly review displaced worker and community experiences, in hopes of identifying the traumatic areas of concern, and propose strategies for other communities to follow should they face similar crises.

The research design and methodology selected to be used in this study was to randomly select a sample of 40 displaced workers and spouses and conduct personal interviews. Two questionnaires were developed to illicit the responses. The questionnaire administered to the displaced workers had 80 questions, while the schedule administered to the spouses contained 59 questions. A total of 67 displaced workers and spouses were actually interviewed. Of that total, 39 were displaced workers and 33 were spouses.

Several methods were used to establish contact with the workers. If the respondents were not accessible by telephone, letters were mailed requesting a telephone contact. Union officials of the U.C.F.W. and the U.A.W. assisted by offering office space for interviews. Interviews were conducted by three interviewers in the two union sites, workers homes, coffee shops and the public library. The interviews ranged in time from 55 minutes to over four hours each. Of the 67 respondents, a total of 51 different family unites were represented. Many of the interviews were rescheduled several times, cancelled and rescheduled before completion. Still others required two and three meetings before the interviews were completed. Notes were taken at the interview sessions and transposed into greater detail at a later date.

Some workers or spouses would not consent to the interview and their wishes were respected. None of those are listed in the 67 completions. Others would not answer some of the specific questions regarding religion, church affiliation, or personal questions involving income, drug or alcohol use or other items.

The assumption was made that the displaced workers interviewed would be the same or similar to other displaced workers in Des Moines or Iowa. The results of this facet of the project are incorporated into the two chapters of this handbook entitled "Confronting the Closure" and "A Report from Displaced Iowa Workers."

Another instrument was developed and used to record the separate interviews with representatives from United Auto Workers (UAW), United Food and Commercial Workers, Massey Ferguson and Wilson Foods, Inc. Responses were recorded on the questionnaire designed for this purpose and those comments are incorporated into the body of this handbook. It is from this data base the research analysis is derived. The authors' comprehensions of plant closure impacts and the proposed strategies described here stem from this base as well.

Because there were so many permanent layoffs and plant closings in the Des Moines area in 1981-82, the researchers had considerable opportunity to draw data and experiences from many different sources. The authors were involved in a local Mayor's Task Force on Plant Closings and Job Retraining Project that also provided considerable first-hand information and knowledge.

It is our hope that the recommendations in this handbook will be helpful to various communities, businesses, industries and displaced workers in Iowa and across the nation.

We found two publications to be extremely informative, valuable and instructive as resources for this handbook. We would like to give special thanks to Ruth Fedrau, State of California, Employment Development Department, Office of Planning and Policy Development, Sacramento, California, for her handbook entitled Planning Guidebook for Communities Facing A Plant Closing or Mass Layoff and Gary B. Hansen and Marion T. Bentley, Utah Center for Productivity and Quality of Working Life, Utah State University, UMC35, Logan Utah for their handbook entitled Life After Layoff: A Handbook for Workers in a Plant Shutdown.

ABOUT THE AUTHORS

Philip D. Langerman is Dean of the College for Continuing Education at Drake University, Des Moines, Iowa.

Dr. Langerman was the Director of Vocational Education at the Iowa Training School for Boys, Eldora, Iowa, for seven and one-half years; he was a Consultant in Adult Education at the Iowa State Department of Public Instruction for one and one-half years; he was the original Director of Adult Education from 1967-69; Vice President for Institutional Services from 1969-70; and from 1970-74 was Vice President for Instruction at the Des Moines Area Community College before accepting his appointment at Drake University on May 15, 1974. He has written or assisted in the writing of over 600 proposals for local, state and federal funds. He has edited two handbooks, You Can Be A Successful Teacher Of Adults and Managing Continuing Education Programs And Staff for the National Association for Public Continuing Adult Education. He has edited a book entitled A Roadmap To Federal Funding published by Ireland Educational Corporation, and co-authored a handbook entitled Grantwriting For Law Enforcement Agencies. He presently is Chairperson of the Central Iowa Employment and Training Planning Council, Chairperson of the Planning Committee of the Private Industry Council and Chairperson of the Education Subcommittee of the Mayor's Task Force on Plant Closing and Job Retraining in Des Moines, Iowa.

Richard L. Byerly is Vice President for Development at the Des Moines Area Community College, Ankeny, Iowa.

Dr. Byerly was a high school Mathematics and English teacher and coach for seven years prior to his accepting his position at the Des Moines Area Community College in 1970. He served for the past ten years in the Iowa House of Representatives. He has written or assisted in the writing of over 1000 proposals for local, state and federal funds. He has authored two handbooks, A Roadmap To Federal Funding and Grantwriting For Law Enforcement Agencies. He presently is a member of Central Iowa Employment and Training Planning Council, the Private Industry Council and Education Subcommittee of the Mayor's Task Force on Plant Closing and Job Retraining in Des Moines.

Kenneth A. Root is Professor of Sociology at Luther College, Decorah, Iowa.

Dr. Root has been involved in research on plant closures in the Midwest, particularly on the impacts of closings on workers and their families, since 1968. His early research focused on the impact of job loss in the Armour facility shutdown in Omaha, Nebraska. After the announcement to close that facility and for a year after the actual shutdown, he served as the Assistant Project Director for the Armour Automation Fund Committee, which assisted the bargaining unit members displaced in the closure. More recently, he has been involved in a longitudinal study of how workers and their families cope with closure in the Mason City, Iowa, Armour shutdown. Currently Dr. Root is involved in assessing plant closures internationally, particularly in Canada, Norway, and the United Kingdom. In addition to consulting activities, he serves on the Governor's Task Force on Plant Closures and Retraining for the State of Iowa.

I N T R O D U C T I O N

In 1965, when the economy was booming, the national unemployment rate was 4.5 percent, and Iowa's unemployment rate was only 2.4 percent, Allen Dodd, Jr. wrote a book titled "The Job Hunter: The Diary of a 'Lost' Year." The book was hailed as a superb fictional documentary because Dodd was able to describe the despair a white-collar worker goes through in facing the loss of one's job, the loneliness felt by the unemployed as he finds his informal network of friends less interested in seeing him, and the observations the unemployed worker makes about changes he sees in his family as he struggles to find new work. Dodd also points out the costs, both in terms of dollars and time, it takes to search for work and the unending leads that look promising, but don't pan out. Dodd's book is instructive for any of us out of work, but it may have particular meaning today -- if only for the fact that so many people are without work. Through no fault of their own, workers find themselves on the shelf when their plant closes, or when their facility is sold to another company that displaces several workers in an efficiency move, or when they find themselves confronted with a long-term layoff that may never again provide full-time work.

What does one do under these conditions? How does one react, or better yet, how should one react? Is it better to transfer, if that's an option? Is it better to move somewhere else right away, even if it means leaving one's family behind temporarily? Just what should a person do? Unfortunately, there aren't any easy answers, and what's good for the family down the street may not be necessarily good for you, or me, when we lose our jobs. That's one of the reasons for this handbook; to let people know that the loss of work that occurs when a company lays off several people is not the fault of those who are displaced. The job loss may be caused by a lack of product demand, cancellations of large orders from an international corporation, the need for extensive plant modernization, the cost of energy or labor, the access to raw materials or a variety of other causes as well. Loss of work in lay-offs and plant shutdowns is not the fault of employees, but there are some things that displaced workers can do to help themselves and others who are in this situation. And that's another reason for publishing this material: people without work can help themselves, and others.

CHAPTER II

WHEN IS A PLANT IN TROUBLE?

There are various barometers by which you can determine when a company is in danger of closing. Some of the signs will be: increased inventories by manufacturers, indications of sales slow-down, production shift reductions, followed by short-term layoffs and longer term or permanent layoffs.

When a company starts selling off its property to improve its cash flow or sells a subdivision to improve its cash flow; these are strong indications that the company may be moving toward a reorganization through bankruptcy, permanent layoffs, or a plant closure.

Other indications of the financial instability of the company or business would be the general economic climate, such as for farm related businesses. When farm products are in high supply and the farmers crop prices are low, farmers are not in a position to buy either farm machinery or farm expansion products. Companies producing farm-demand products may be targets for the local elected officials to keep an eye on during times when crop prices are low; the appropriate Chamber of Commerce or Economic Development group in the community may also want to monitor in a proactive stance.

PRE-CLOSURE INTERVENTION MODEL

Developing an early intervention model utilizing a tri-partite strategy involving the firm, the union, workers and appropriate community and governmental agencies has advantages. This model allows early participation of the firm, and can provide a more efficient development of programs which will transition workers quickly to new employment or useful retraining. This can assist in forestalling the hardship accompanying extensive periods of unemployment, reduce unemployment insurance costs and enhance the firm's position with the workers being displaced.

This model is desirable because it allows the availability of services prior to layoff, particularly training in job search skills, and early intensive job development. Employer outreach and entry into retraining programs help reduce the length of the worker's period of unemployment. This reduces a worker's income loss, and also decreases the cost to government and employers of unemployment benefits. Moreover, financial contributions of employers, which this model stresses, provide funds often not available from public sources. The key elements of the pre-closure intervention model include:

Out-stationed or plant-site (preferably) reemployment centers responsible for direct provision of a range of services to workers which include:

(1) Early provision of job search workshops tailored to the workers in question

(2) Skills transfer assistance aimed at promoting immediate reemployment in related occupations. Skills transference programs consist of:

  (a) skill analysis of worker's current occupation including type levels of skills and job characteristics

  (b) determination of occupations to which pre-existing skills/ experience are readily transferable

(c) identification of employers within a broad, but feasible commute area that employs individuals in these occupations

(d) intensive job development and placement services on a case-by-case basis, as well as efforts at "block" placement

(3) Tailored labor market information

(4) A systematic and rigorous evaluation to examine the implementation and effectiveness of the demonstration project.

INDUSTRIAL CALL PROGRAM

The Greater Des Moines Chamber of Commerce has developed another prevention strategy, the Industrial Call Program. This program consists of a two person team to call on businesses, with a series of questions such as: zoning concerns, environmental requirements or waste treatment needs, employee turnover, supply of trained workers, supply of parts and equipment, expansion or reduction plans. The Industrial Call Program may suggest solutions, like the availability of Industrial Revenue Bonds. This technique could provide considerable data that might be used to assist a company and help them in a number of ways.

SHUTDOWN: 15 EARLY WARNING SIGNS OF PLANT CLOSURE *

(1) Your company opens a new plant in another state or country making the same thing you are but paying lower wages . . .

In January, 1981 the Max Factor Company announced that its Los Angeles

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* Several of these ideas stem from: SHUTDOWN: 15 EARLY WARNING SIGNS OF PLANT CLOSURE, prepared for the U.E. Local 1012 by students in a course on Capital Mobility. Urban Planning, UCLA, 1981.

plant, under union contract with the I.L.W.U., employs 700 workers. Max Factor is currently constructing a new cosmetic factory in North Carolina. When the Los Angeles plant closes, Max Factor will shift all of its orders to North Carolina.

Often plants are not closed, but new ones are opened, producing the same product. Having parallel production facilities within the country and around the world guarantees that the corporation is not dependent on any one production facility for the smooth flow of its operations.

For example, when Canadian nickel workers at the ENCO plant went on strike, the company sent the business to a duplicate plant in Mexico. The Mexican plant proceeded to take up where the striking Canadian workers had left off.

(2) No new machines to replace the old ones . . .

The Firestone Rubber Company plant was built in Southgate in the 1920's. The machines used by Firestone were designed to build "bias ply" tires. Over the years, other tire companies; especially Michelin, captured a greater share of the tire market by selling "radial" tires. A radial tire required different machines, which Firestone did not have. Rather than invest in the new machinery necessary for constructing the radial tire, Firestone continued with their antiquated technology. In the end, Firestone closed the plant completely.

(3) Your company announces cutbacks in hours, it cuts out all overtime and begins temporary layoffs . . .

The 2,500 workers at the Ford assembly plant in Pico Rivera were accustomed to temporary annual layoffs while the company retooled for the new model. The plant was the final assembly point for the LTD. As gasoline prices increased during the late 1970's, demand for the LTD decreased. In the last months before the plant closed permanently, workers would work two weeks, be laid off a week, work a week and then be laid off another week. In almost every plant closing, the company will begin by making "temporary" layoffs which eventually turn into permanent layoffs.

(4) The variety of production lines decreases . . .

During its peak production years, Firestone made several types of auto and truck tires. When the plant closed in 1980, only the truck tire assembly lines were still in operation. At peak production, the plant employed 5,000 workers; all the assembly lines were open. By 1980, only 900 workers remained.

(5) No regular production schedule exists . . .

As a company decides to discontinue a particular product line, the marketing arm of the company discontinues its selling efforts. The company will only produce enough to fill existing orders. As the market shrinks more and more, the regular production schedule becomes irregular, geared to meet lingering demand.

(6) Plant efficiency slips because of parts shortages . . .

If the plant reduces its inventory of machine parts, repairs take longer. The maintenance crews cannot do their job without the parts. Repairs that normally take little time can slow down the whole assembly line for several hours when there are no available parts. The maintenance crews may rig up a temporary repair to keep the line limping along.

(7) No spare parts for the machines . . .

If the company knows for certain that it will close a particular plant, it will use up the supply of spare parts it has in stock. And it will not order replacements. The company will try to run the machines with as little maintenance as possible.

(8) The research and development department is cut back or transferred . . .

When a company begins divesting in a plant or product the research and development department often reflects this decision. Cutting back on research and development causes a product to go "stale." No time is put into upgrading or modernizing the product from being competitive on the market, forcing elimination of that product line or a shutdown of the plant.

(9) Executives in your company begin to make noise about a "bad business climate" . . .

When corporations are considering a plant relocation, or are preparing for labor negotiations, they often start complaining about the "bad business climate." This is a sign to both workers and local governments. A "bad" business climate includes such diverse things as strict environmental and safety regulations, high corporate taxes, and an organized labor force. On the other hand, the "favorable" business climate of the preferred location includes a "superior attitude toward business," lower wages, less public social services and anti-union, "right-to-work" laws.

(10) A gradual shift of managers, skilled labor and machinery goes to newer plants . . .

A shift of skilled labor, managers and machinery to newer facilities could signal the beginnings of a plant closing. Corporations will try to save profitable segments of their company by transferring them to other, "more profitable" facilities.

(11) Your managers are frequently replaced . . .

If plant production slips because of insufficient investment, corporate management may shift its management strategy. In a last-ditch effort to squeeze profits out of the declining operation, a special management team may be sent in to wind down the operation even as efforts are made to maintain productivity.

(12) Your company cuts back on advertising your product or begins advertising a modernized version of your product . . .

Changing consumer demand forced the Ford Motor Company to shift their resources toward smaller, more fuel-efficient cars. Yet the Pico Rivera plant continued to crank out the LTD. Ford's advertising shifted from the LTD to the smaller Escort. More recently, Ford has been pushing their EMX car, at the expense of the less economical LTD.

(13) Your plant is run-down and the buildings are not maintained . . .

Many corporations keep production relatively steady in older plants, but shift their new investments to Southern states and overseas. This contributes to an overall decline of the local economy because few new plants are built to replace those that close or relocate elsewhere, leaving obsolete plants that become run-down.

(14) Your industry has been declining within the past decade . . .

With the rise of the multi-national corporation and the conglomerate, there has been an increase in mergers and acquisitions for the purpose of draining a plant of its capital. Corporations are willing to let profitable plants decline for investment in other areas of interest. This was the case in the steel industry.

(15) Technological change within the industry is apparent . . .

Closings have been common in some industries, stretching back 25 years in the meatpacking industry, for example, and the major shift in locating smaller specialized plants close to the source of stock with the use of automated equipment and refrigerated rail cars and trucks has been an evident pattern for years.

greater DES MOINES CHAMBER of COMMERCE federation

FIVE YEARS

ACCREDITED
CHAMBER OF COMMERCE
CHAMBER OF COMMERCE
OF THE UNITED STATES

October 28, 1982

Dr. Philip Langerman
Dean
College of Continuing Education
Drake University
Des Moines, IA 50311

Dear Phil:

As we have discussed, there are a variety of things that the Chamber does to retain our existing industries and encourage their growth. The intent of this retention effort is to learn about companies which are having problems prior to the point where they feel it necessary to move or close their doors.

The primary tool in this effort is our Industrial Call Program. This committee, supported by Chamber staff, makes personal visits with local manufacturers. Generally, a two person volunteer call team makes contacts with a company and during the visit, asks a series of standard questions covering a wide range of potential problem areas. These questions cover such areas as environmental problems, zoning restrictions, crime, taxes, employee problems and others. The call team members also make sure that the company leaders are aware of the ways that the Chamber can be of assistance to them. This includes information such as how to utilize the Iowa Foreign Trade Zone, the availability of technical training for employees, any new changes in state or local tax laws, the availability of a variety of government financial assistance for expansion or modernization projects, the availability of management assistance from various sources and others.

During the past year approximately 100 industrial calls have been made on local companies. One out of every three of these calls has resulted in the need for some type of follow-up assistance. I honestly believe that in a few of these cases the Des Moines area would have lost additional employment without some of the assistance which has been provided.

Another subject which we have discussed is what type of response can a community make to a company that has announced it intends to shutdown its facilities. The activities related to that type of a problem are substantially different. Two recent examples in this catagory involve the closing of the Wilson Foods Meat Packing Plant and the closing of Massey-Ferguson's Four-Wheel Drive Tractor Assembly Plant here.

CHAMBER of COMMERCE BUILDING EIGHTH and HIGH STREETS DES MOINES, IOWA 50307 TELEPHONE 515/286-4950

When the Wilson announcement was made, the Chamber immediately made contact with the local plant management to open the line of communication. A short time later, we also made contact with representatives of the local United Food and Commercial Workers union. The Chamber then convened a series of twelve confidential meetings between the local representatives of labor and management. Also involved in these discussions was a representative of county government and a representative of city government. Since the decision to close the facility had been made from an out-of-state headquarters location, the object of the meeting was to see if there were ways in which the local community could develop sufficient financial incentives that would make the headquarters management reconsider their decision. While this exercise was ultimately unsuccessful, it was worthwhile. I believe it resulted in improved relationships between a number of community groups which will hopefully allow us to better meet the challenge next time.

In the case of the Massey-Ferguson closing, no similar meetings between labor and management were held. The situation which caused the local shutdown was so directly tied to the company's overall financial difficulties, that it did not seem possible to prevent the closing of the tractor assembly facility. However, the Chamber did maintain contact with the management of Massey-Ferguson and continued to explore ways for other operations to be relocated to Des Moines which might help improve Massey's overall operating efficiency. Now, after the passage of more than a year since the plant closed, an opportunity to regain some the lost employment appears possible. A great deal of time and effort is going into these continuing decisions at this point. It would not be appropriate to discuss details.

Once a plant has closed, the response by the Chamber of Commerce to the unemployment problem becomes quite different. That subject is probably best addressed in a separate correspondence.

We greatly appreciate your direct participation in a number of retention projects. Please let me know if I can be of further help to you.

Best regards,

Mark Threlkeld

Mark Threlkeld
Director
Bureau of Economic Development

MT/jyr

CHAPTER III

OPTIONS FOR THE COMPANY TO PURSUE TO ELIMINATE THE NEED TO CLOSE

Are there any alternatives to a plant closing? The answer is yes! There have been attempts by workers to purchase their plant. There are examples of successful purchases where the employees become the new owners of the company. If a community pursues this option, with the workers, there are many financial considerations in the employee stock ownership plan. These should be well thought through before attempting the employee stock ownership plan. There are companies who have been successful in such endeavors, including: Rath Packing Company in Waterloo, Iowa; South Bend Lathe, South Bend, Indiana; and Saratoga Knitting Mills in Saratoga, New York. There are other companies that have been successful in their attempts to have workers purchase their plants, and the interested reader will want to consult Employee Ownership in Plant Shutdowns: Prospects for Employment Stability as one useful resource.

To what extent can reduction in shifts save money? Can vacation scheduling save the company sufficient money to slow down the need for permanent layoffs or plant closure? What are the best techniques for implementing the rotation of work layoff scheme? Can a four day work week or a shortened work week be a realistic solution? What are the possibilities and options in negotiating or opening negotiations in the contract to defer salary increases, reduce salaries or reduce the work week needed by the company to stay in operation while the union secures greater job security for the bargaining unit workers?

Can work sharing/job sharing have an impact and reduce costs? Are there sources of state, county or local funds that can be borrowed and/or can financial aid be secured from federal sources to help a plant in a given industry? On the positive side, is there any possibility that local, county or state officials might assist a company and find new markets for their products; such as exporting to foreign countries or new markets within the continental United States? Are there any other mechanisms by which the company can reduce expenses while increasing productivity that are feasible? What are the local, county and state tax abatement possibilities? What are the possibilities for the reduction of special assessments for sewer, water or environmental requirements? Are there any tax incentives that can be offered which would allow a company to continue its operation? Are there other steps a company might take to increase income? One suggestion offered was that the company charge a monthly fee to each worker for parking, a benefit which had heretofore been free. There are several advantages to this suggestion that might provide the needed cash flow to assist the company weather a temporary difficult period. Thus, at $10.00, $15.00 or $20.00 per month, per employee, significant cash might be obtained, but beyond that, the parking fee could be temporary and revert back to free parking as soon as possible. Employees salaries would not be disturbed and the existing contract would not be tampered with. There are probably other simple, but meaningful, ways a company can reduce costs and increase profitability, and all company employees may need to assist in a creative manner to find the process that will work best in each situation.

The company should contact their Chamber of Commerce, Economic Development Bureau and meet with city, county and state officials to determine any and all incentives available. The next Chapter will outline possible types of assistance available at each level of government.

CHAPTER IV

INCENTIVES AVAILABLE FROM LOCAL, COUNTY AND STATE GOVERNMENT

This chapter outlines the various tax abatement capabilities that each level of government has at its disposal, and the other incentives and types of assistance available. Federal sources of funds that may be secured through different levels of government that could be used by a company, and the capability of various levels of government to enter into public bonds for the purpose of assisting a local business are also discussed.

Actually no state or local aid is targeted specifically for industry that may close but some tax abatement is available if industry is considering some expansion or new equipment. The tax abatements that are potentially available from city, county and state government are as follows:

CHAPTER 404

URBAN REVITALIZATION TAX EXEMPTIONS

Allocation of funds in urban revitalization areas, 68GA, ch 84, §11

Chapter 404 applies to all cities including special charter cities; 68GA, ch 84, §12

404.1 Area established by city.
404.2 Conditions mandatory.
404.3 Bases of tax exemption.
404.4 Prior approval of eligibility.
404.5 Physical review of property by assessor.
404.6 Relocation expense of tenant.
404.7 Repeal of ordinance.
404.8 Productivity—additional tax not applicable.

404.3 Basis of tax exemption.

1. All qualified real estate assessed as residential property is eligible to receive an exemption from taxation based on the actual value added by the improvements. The exemption is for a period of ten years. The amount of the exemption is equal to a percent of the actual value added by the improvements, determined as follows: One hundred fifteen percent of the value added by the improvements. However, the amount of the actual value added by the improvements which shall be used to compute the exemption shall not exceed twenty thousand dollars and the granting of the exemption shall not result in the actual value of the qualified real estate being reduced below the actual value on which the homestead credit is computed under section 425.1.

* Only a small portion is presented, therefore, if any of the tax abatements presented seem to have the potential to assist or help your company, we suggest you secure a copy of the appropriate total Chapter of the Iowa Code.

2. All qualified real estate is eligible to receive a partial exemption from taxation on the actual value added by the improvements. The exemption is for a period of ten years. The amount of the partial exemption is equal to a percent of the actual value added by the improvements, determined as follows:

a. For the first year, eighty percent.
b. For the second year, seventy percent.
c. For the third year, sixty percent.
d. For the fourth year, fifty percent.
e. For the fifth year, forty percent.
f. For the sixth year, forty percent.
g. For the seventh year, thirty percent.
h. For the eighth year, thirty percent.
i. For the ninth year, twenty percent.
j. For the tenth year, twenty percent.

3. All qualified real estate is eligible to receive a one hundred percent exemption from taxation on the actual value added by the improvements. The exemption is for a period of three years.

CHAPTER 419

MUNICIPAL SUPPORT OF INDUSTRIAL PROJECTS

Referred to in §76.6, 384.95, 390.6, 422.45

419.1 Definitions.
419.2 Powers.
419.3 Bonds as limited obligations.
419.4 Pledge of revenues.
419.5 Determination of rent.
419.6 Refunding bonds.
419.7 Application of proceeds limited.
419.8 No payment by municipality.
419.9 Public hearing.
419.10 Default.
419.11 Tax equivalent to be paid—assessment procedure—appeal.
419.12 Purchase.
419.13 Exception to budget law and certain bond provisions.
419.14 Eminent domain not available.
419.15 Limitation of actions.
419.16 Intent of law.
419.17 Revenue bonds issued.

419.1 Definitions. As used in this chapter, unless the context otherwise requires:

1. *"Municipality"* means any county, or any incorporated city in this state.

2. *"Project"* means all or any part of, or any interest in, *(a)* any land, buildings or improvements, whether or not in existence at the time of issuance of the bonds issued under authority of this chapter, which shall be suitable for the use of any voluntary nonprofit hospital, clinic or health care facility as defined in section 135C.1, subsection 4, or of any private college or university, or any state institution governed under chapter 262 whether for the establishment or maintenance of such college or university, or of any industry or industries for the manufacturing, processing or assembling of any agricultural or manufactured products, even though such processed products may require further treatment before delivery to the ultimate consumer, or of any commercial enterprise engaged in storing, warehousing or distributing products of agriculture, mining or industry including but not limited to barge facilities and riverfront improvements useful and convenient for the handling and storage of goods and products, or of a national, regional or divisional headquarters facility of a company that does multistate business, or of a beginning businessperson for any purpose or *(b)* pollution control facilities which shall be suitable for use by any industry, commercial enterprise or utility. "Pollution control facilities" means any land, buildings, structures, equipment, pipes, pumps, dams, reservoirs, improvements, or other facilities useful for the purpose of reducing, preventing, or eliminating pollution of the water or air by reason of the operations of any industry, commercial enterprise or utility. "Improve", "improving" and "improvements" shall embrace any real property, personal property or mixed property of any and every kind that can be used or that will be useful in connection with a project, including, without limiting the generality of the foregoing, rights of way, roads, streets, sidings, trackage, foundations, tanks, structures, pipes, pipe lines, reservoirs, utilities, materials, equipment, fixtures, machinery, furniture, furnishings, improvements, instrumentalities and other real, personal or mixed property of every kind, whether above or below ground level.

CHAPTER 427B

INDUSTRIAL REAL ESTATE NEW CONSTRUCTION TAX EXEMPTION

427B.1 Actual value added exemption from tax—public hearing.
427B.2 Zoning under chapter 358A.
427B.3 Period of partial exemption.
427B.4 Application for exemption by property owner.
427B.5 Exemption may be repealed.
427B.6 Dual exemptions prohibited.

427B.1 Actual value added exemption from tax—public hearing. A city council, by ordinance, or a county board of supervisors as authorized by section 427B.2, by resolution, may provide for a partial exemption from property taxation of the actual value added to industrial real estate by the new construction of industrial real estate and the acquisition of or improvement to machinery and equipment assessed as real estate pursuant to section 427A.1, subsection 1, paragraph "e". New construction means new buildings and structures and includes new buildings and structures which are constructed as additions to existing buildings and structures. New construction does not include reconstruction of an existing building or structure which does not constitute complete replacement of an existing building or structure or refitting of an existing building or structure, unless the reconstruction of an existing building or structure is required due to economic obsolescence and the reconstruction is necessary to implement recognized industry standards for the manufacturing and processing of specific products and the reconstruction is required for the owner of the building or structure to continue to competitively manufacture or process those products which determination shall receive prior approval from the city council of the city or the board of supervisors of a county upon the recommendation of the Iowa development commission. The exemption shall also apply to new machinery and equipment assessed as real estate pursuant to section 427A.1, subsection 1, paragraph "e", unless the machinery or equipment is part of the normal replacement or operating process to maintain or expand the existing operational status.

The ordinance or resolution may be enacted not less than thirty days after holding a public hearing in accordance with section 358A.6 in the case of a county, or section 362.3 in the case of a city. The ordinance or resolution shall designate the length of time the partial exemption shall be available and may provide for an exemption schedule in lieu of that provided in section 427B.3. However, an alternative exemption schedule adopted shall not provide for a larger tax exemption in a particular year than is provided for that year in the schedule contained in section 427B.3. [68GA, ch 103,§1]

Referred to in §427B.2, 427B.3, 427B.4, 427B.5

427B.3 Period of partial exemption. The actual value added to industrial real estate for the reasons specified in section 427B.1 is eligible to receive a partial exemption from taxation for a period of five years. "Actual value added" as used in this chapter means the actual value added as of the first year for which the exemption is received, except that actual value added by improvements to machinery and equipment means the actual value as determined by the assessor as of January 1 of each year for which the exemption is received. The amount of actual value added which is eligible to be exempt from taxation shall be as follows:

a. For the first year, seventy-five percent.
b. For the second year, sixty percent.
c. For the third year, forty-five percent.
d. For the fourth year, thirty percent.
e. For the fifth year, fifteen percent.

This schedule shall be followed unless an alternative schedule is adopted by the city council of a city or the board of supervisors of a county in accordance with section 427B.1.

However, the granting of the exemption under this section for new construction constituting complete replacement of an existing building or structure shall not result in the assessed value of the industrial real estate being reduced below the assessed value of the industrial real estate before the start of the new construction added. [68GA, ch 103,§3]

Referred to in §427B.1

One of the most distressing facts is to see a plant closing occur, and for the company not to have explored all the possible alternatives and options that might have kept the plant open. Maybe more important than finding all of the particular resources that are available, is to outline the process which would allow a company to find potential resources to aid in keeping its doors open. Or, in the worst case, to provide services to its displaced workers upon its closure. A company which suddenly finds itself with one of the distress signals, may wish to explore some potential aid from all levels of government. The steps necessary to involve local, county and state governing bodies in helping a company resolve problems is really quite simple, but many times they are not followed by businesses. A summary of the steps follows:

Step 1. First of all, a visit to the Chamber of Commerce and/or the Bureau of Economic Development is in order. The problems that your company is experiencing should be expressed to the Chamber of Commerce and other business representatives in the community so that they may help you to seek a solution.

Step 2. A visit to the local Municipal office for a discussion with the mayor and city council members is recommended. If your plant is located in an unincorporated area, refer to the county board of supervisory. These visits should ascertain any specific tax advantages or community support mechanisms that are possible.

Step 3. Visit with the local state legislators who represent your particular area, and request an audience between House and

Senate members and those with some influence upon state decision makers. This meeting should focus on possible state programs or support. It also would be the forerunner meeting for later executive meetings.

Step 4. Make an executive conference with one of the state executive branch officials (preferably from the governor's office) and members of the State Development Commission. This should ascertain the probability of what state assistance might be possible.

Step 5. Request an audience with the Small Business Administration, Congressmen and other federal government officials. This will probably come as a result of the fourth step of action. All possible federal assistance should be thoroughly explored and discussed.

While these steps obviously won't always provide a solution, they do provide plant personnel with a thorough knowledge of various alternatives to see if assistance in some form is possible that could keep a plant from moving or closing.

CHAPTER V

WORKING WITH UNIONS

The Union should obtain reliable information from the plant management when they hear rumors of impending layoff or closure. It is a problem and a concern that should be dealt with in a progressive, meaningful manner, for if it is not, both the company and the workers suffer the trauma of the closing. If a company is contemplating permanent layoff or close down, it is advisable to meet with the appropriate union representatives early, to appraise them of the size and scope of the problem so both sides can discuss potential solutions. The items listed under the steps that the company could pursue to eliminate the need to close would all be alternatives that should be openly discussed at the earliest possible time with union officials. During this era of significant, major permanent layoffs and plant closings, there have been many different steps taken between management, local and international unions to work together to meaningfully understand and resolve as many problems as possible through the negotiation process.

If the company has a union contract or several local bargaining units for their employees, it is important to consider concessions that might be forthcoming from the company such as security particularly if the company is to ask the union for concessions with regard to wages, fringe benefits, work week or other negotiated items. Both sides have to get or achieve something of value for anything to be accomplished. This should be done early enough so that it would have a meaningful impact upon the cash flow and profitability of the firm.

It is extremely important if management is contemplating permanent layoff or close down, that the decision to close down and what might be done to avoid the closing, based upon productivity, wages or other work related problems, be discussed with the union prior to any announcement of permanent layoffs or plant closings. It should be noted that concessions in some cases will not have any effect on the plant closing.

In the past, the renegotiation of contract has been tabooed by unions, and if the economic conditions were different, that might still be the case today. But under present economic conditions, there are compelling reasons to discuss the renegotiation of a contract that will in the long run, benefit both the company and the employees. For those employees who have gone through a plant closure, the trauma associated with that process and the impending concerns related to securing new employment at a similar wage, cause employees to temper their stand on the renegotiation of contracts.

By the same token renegotiation of a contract is a serious matter, as is of course, the threat of closing, and management should be adequately forewarned that concession requests will be quickly denied if the company is perceived to be "playing games." The present state of the Chrysler Corporation package and the failure of acceptance by locals is a case in point.

If a plant does close, the union is an important link in assisting the displaced workers. Often unions are able to provide the union hall for transition centers for workers to learn about the services and programs available to them.

Unions are very valuable members of the Mayor's Task Force on Plant Closing and Job Retraining or the local community effort organized to meet the crisis in a local area. Union leadership and members have always been very willing to assist fellow workers.

The attached letters outline the involvement that has been achieved in the Des Moines area by the South Central Federation of Labor (AFL-CIO), and the Human Resource Development Institute (H.R.D.I.) of the Iowa Federation of Labor (AFL-CIO), and should suggest the type of involvement that can be expected by union officials in other areas of the state and nation.

SOUTH CENTRAL IOWA FEDERATION OF LABOR, AFL-CIO

LOCAL CENTRAL BODY JURISDICTION:

BOONE
CLARKE
DALLAS
DECATUR

GREENE
GUTHRIE
JASPER
LUCAS

MADISON
MARION
POLK
POWESHIEK

STORY
WARREN
WAYNE

2000 WALKER
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DES MOINES, IOWA 50317
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266-3256

October 22, 1982

Dr. Phil Langerman, Dean
College For Continuing Education
Drake University
2700 University
Des Moines, Iowa 50311

Dear Phil,

The role of the Central Labor Council in a plant closing and job retraining effort, is one of marshalling the labor community and the resources of the labor community and bringing them to bear on the retraining effort.

As chief elected labor official in the respective jurisdiction, the Central Labor Council president can, by supporting a particular project, insure the support of the entire labor community for that project.

The South Central Iowa Federation of Labor was completely supportive of the Mayor's Task Force on Plant Closings and Job Retraining in the central Iowa area. The Central Labor Council provided the focal point for labor activities and enabled the labor community to address retraining activities from a united position. This provides more credibility for labor's position and also provides a more coordinated delivery system for labor resources. The Central Labor Council is able to initiate, coordinate, encourage, and facilitate as no other labor organization in the area is able to do.

In summary, I would say that the president of the Central Labor Council in a jurisdiction within the state of Iowa would be a key person to consider in any plant closing and retraining effort.

Sincerely,

Perry J. Chapin

Perry J. Chapin, President
South Central Iowa Federation of Labor

IOWA
IFL
FEDERATION OF LABOR, AFL-CIO

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PAT MARSHALL, I.B.E.W.
GENE REDMON, U.F.C.W.
PERRY CHAPIN, U.R.W.
KEN RAINS, C.W.A.
DON DISKEY, A.F.S.C.M.E.

P/1

October 21, 1982

Dr. Phil Langerman,
Dean, College for Continuing Education
Drake University
2700 University
Des Moines, Iowa 50311

Dear Phil,

The "role" of organized labor in plant closing and job retraining efforts will vary greatly depending on a number of variables; the major one being whether the (former) employees are (were) represented by a union. The presence of an identifiable mechanism for forming a cohesive unit out of (former) employees for the purpose of retraining & re-employment, will greatly expedite the procedure, and thus raise expectations for a sucessful effort.

The experience of employers regarding organized labor is also a factor. An un-organized employer, or one which has had a bad experience with a union will understandably be more reluctant to deal with a labor representative than one who has dealt sucessfully with a union over a period of time.

Also, the labor organization itself and it's ability to continue to function in a plant closing situation is major consideration. If no funds are available to keep the local union on the scene for an extended period of time, then union assistance may be required from another source. Here in Des Moines, during the Massey Furgeson and Wilson plant closings, the AFL-CIO had a local (HRDI) office to offer technical assistance during this whole process.

The role of HRDI in plant closing situations can be one of a coordinator, expediter, facilitator. The HRDI area representative in Des Moines provided technical assistance to organized labor, and to the CETA system regarding the regulations and organized labors role in a plant closing situation. He offered

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advise to the labor unions regarding their rights under the law, and to the CETA system regarding interpretation of the regulations, and assisted in the design and implementation of the retraining program.

The president of the South Central Federation of Labor as the recognized chief elected labor official in the central Iowa area provided the real base of support for the entire retraining effort as far as organized labor was concerned. Because of his support for HRDI in the technical assistance efforts, the whole effort was sucessful. The cooperation of organized labor was attained because of the support of the president of the South Central Iowa Federation of Labor. HRDI's role became one of technical assistance and as a recognized spokesperson for the president of the South Central Iowa Federation of Labor regarding retraining, labor was able to speak with one voice regarding the retraining effort in the Central Iowa Area.

The HRDI office in the Des Moines area was closed in February of 1982 and a CETA/Labor Liaison office in the Iowa Federation of Labor was opened on March 1, 1982. The same person filled both roles and was able to continue the technical assistance to the Mayor Task Force on plant closings and Job Retraining. He continues to provide technical assistance to the CETA system and to organized labor regarding all aspects of that system, and continues to act as a facilitator.

Organized labors role in retraining can be identified from several different aspects. This particular letter refers primarily to HRDI's role as only one part of the entire labor effort. Again the president of the South Central Iowa Federation of Labor is a key person. The United Auto Worker, the United Food & Commercial Workers in this instance were also key actors. In another plant closing situation, other labor representatives would be identified. However, in the Iowa experience I would suggest that the Central Labor Council presidents be contacted in any event when a major plant closing occurs within the labor councils jurisdiction so that he or she will be able to marshall labor efforts and become a focal point of leadership, since that person is already recognized by the labor movement in that area as the chief elected official.

Labor's role as spokesperson for working people is well recognized, and can serve to assist in all areas of employment and training.

Sincerely,

Tom Glenn

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PART II REDUCING TRAUMA FOR DISPLACED WORKERS

CHAPTER VI

CONFRONTING THE CLOSURE

Some companies have been closing their outmoded facilities in one city and building new, efficient plants in smaller towns in other locations for many years now. So plant shutdowns aren't new, but they are occurring more often today. And just because a company closes a plant and announces it will build a new one, does not mean that their present employees can transfer. Some workers are left without work when they thought their jobs were secure.

To understand the various aspects of a closure, let's look at some of the issues involved with the following, entirely fictious example:

> Danny and Raina live in a medium sized community with their two small children. Danny works for Company X, where he's been employed for eight years. He likes his job, his co-workers are nice people who do much the same work he does, the plant is quite close to his home and provides a secure, safe place to work that allows him and his family a very good income.
>
> Since their marriage, Raina has never worked outside the home, and prefers to stay at home with the children. Besides taking care of two busy children, Raina keeps their comfortable home in tiptop shape.
>
> Danny's job provides for everything a person might want, not only for Danny, but for nearly 400 other workers as well. Company X is the largest plant in town, and has the biggest payroll as well.
>
> Today, the plant manager announced that at the end of the second shift, Danny's facility will no longer be open. Only 50 of the 400 workers will be able to transfer, and Danny has neither the

skills or seniority to be one of those able to transfer.
Danny and hundreds of others are out of work . . . . . now.

There are several issues in this hypothetical illustration; let's identify some: (1) Immediate job loss and no advanced warning, (2) being unemployed in [illegible]bor market that is flooded with applicants with the same skills and experience, (3) the shock of losing the security of a long-term job, (4) the loss of income for house payments, food and clothes, (5) consideration of spouse employment to help make ends meet, (6) the options for education and training for Danny and Raina as they seek security in locating new work and (7) the efforts of the community in helping to resolve the loss of it's major employer.

(1) Immediate job loss and no advanced warning: the lead time between an announcement to close and the actual shutdown varies greatly. Some companies do close overnight, others provide for a six month notice or six months pay in a master contract negotiated in company-union bargaining. Although there is great variation in lead time, it would appear that the longer the lead time (up to one year), the better the community is prepared and able to minimize the negative repercussions for individuals involved in the closing. Likewise, the longer the lead time, the greater the opportunity displaced workers have to obtain training, complete their education, look for work or consider the full range of options open to them and make good plans to accomplish personal/work goals. The difficulty is that

for some workers there isn't any lead time, and in other instances where there is advance notice, workers don't make use of the time because "that plant will never close." Workers confronted with an announcement can help themselves by making use of all the time there is between the announcement and the shutdown.

In the situation where there is no advance warning, workers might take some time to discuss the options with immediate family members, good friends, a professional counselor, a member of the clergy or someone else who can both hear them out and offer suggestions or question them about the direction they might like to go. Two suggestions: Don't sit back and do nothing because "someone pulled the rug out from under me," and don't leap into the first job-move-opportunity without considering the other alternatives and whether you really want the job-move or opportunity presented. Some workers have leaped, and they've found themselves again without work a few weeks later, or found themselves in jobs they didn't like or involved in a move because of a job that didn't pan out.

(2) The shock of losing the security of a long-term job: will probably require some talking through with someone close to you. Some workers who learn they'll soon be without work keep their feelings inside, and some continue to keep their feelings hidden even after the closure. Suppression of these feelings adds pressure, and may

create considerable anxiety, so talk out that shock and those feelings with someone else.

Although an announcement to close a particular facility may not be unexpected, many workers believe the plant will not close, maintaining "they're just bluffing." That was the reaction of coal miners in the 1960's who couldn't believe the mines would close and stay closed and persisted in their beliefs several months after the closing. The same pattern of clinging to the familiar, wanting to believe it won't happen continues today. Such disbelief about an announced closure causes difficulty in helping soon-to-be displaced workers make plans.

Some communities and some workers have found that groups of displaced workers meeting regularly to talk over their situation provided a good outlet and gave them an additional element of support through sharing experiences.

Our society is just now getting to the point where we recognize that job termination is a major life crisis, and in some communities resources are available to assist those going through this transition. Whether other resources are available or not, workers can help themselves by seeking out a listener and obtaining more professional counseling if there is a need for it.

(3) Unemployed in a labor market that is flooded with people of the same skills and experiences: being unemployed is certainly no picnic, but being unemployed with hundreds of others who possess

the same skills is difficult, and may create extensive periods of unemployment for large numbers of workers. Alternatively, a large number of similar-skilled workers and an empty set of buildings may be just the set of conditions that will lure a new employer to town. Successful job finding though will be dependent upon job-seeking behavior. Those who start their job hunt quickly, applying at as many companies as they can, use all the formal and informal networks possible to make job contacts, and are creative in seeking new job leads/job interests will have the advantage.

There is considerable literature that indicates older workers will have more difficulty finding employment than younger workers when there are numerous job applicants, and "older" now means beyond age 40! Although work experience and low absenteeism are older workers' traits, employers apparently prefer younger workers. Older workers will have to understand these employer preferences, so they are not disappointed with each turndown. However, many of these older workers may also find that they are preferred by some employers.

One piece of advice is to apply for all kinds of jobs, using both state and, (if available), private employment agencies, as well as all the job leads and contacts that friends, relatives and neighbors can provide. Alternatives to local employment in a difficult labor market include relocation, training for new skills and going into business for oneself. In the face of difficulties, some displaced workers maintain that the retraining they received gave them numerous opportunities, or the closing provided the push for them to get into something else that they wanted to get into for a long time.

(4) The loss of income for house payments, food and clothes: is a real problem confronting many displaced families. Fortunately for some, there has been SUB (Supplemental Unemployment Benefits) which are added to the Unemployment Compensation, and for others financial support through TRA (Trade Readjustment Assistance). Unemployment compensation normally runs for 26 weeks, but may be extended an additional 13 weeks if the area unemployment rate is high, and might even be extended still another 13 weeks. One should not count on extensions though, simply because the law and regulation changes can occur quickly. Use of savings, selling a piece of property, or even moving in with relatives for a short duration are all responses workers in this condition need to consider and reluctantly use. Many workers also cut back on expenditures, renegiotiate loans, or consolidate payments into an extended period with their credit union.

One additional expense that few workers consider when confronted with closure are insurance premiums. In some work settings, the employer has paid for medical insurance and workers and their families have been able to utilize coverage for all kinds of dental, eye and health needs. Replacing the same package one is used to can cost well over $100.00 monthly. But how much one can afford for health care is another question. In some closings the company has extended medical coverage for a year after the closing, thus allowing the displaced workers the same benefits even though technically they are no longer on the payroll. If such an extension is not available, displaced workers might want to consider obtaining bids on a group plan through their union, or another organization that they might create.

(5) Consideration of spouse employment to make ends meet: while one worker in the family loses employment (or anticipates the loss of the job) one or more family members may consider looking for work. The reason for this is straight-forward; loss of steady work may be met with a period of unemployment and less than usual income so any additional employment would be supplemental income; or it may be that the unemployed worker is not able to find work, but another family member could/does find employment. In this latter situation the major wage-earner is replaced, perhaps temporarily, with another family member. As a result of being "replaced," the displaced worker may lose self-esteem, and may imagine the loss of status in the eyes of other community friends and relatives. Some workers who have lost their jobs have viewed a good deal of their community status as provider and adult male through their work; the loss of the job is not only a shock, but decreases that self identity as well.

As a result of what some workers perceive as their "provider" role, some workers do not want their wives to work. And some of these men will feel very strongly about it, even though their income is very low. Other displaced workers will let spouses go to work only when it is temporary, or part-time. The other side of the coin is that there are spouses who want to work, whether their husband is without work or not, and there are others who don't want to work, but because of the family's economic position, feel like they are needed.

One of the thorniest of problems in some families then is whether or not the spouse can/should/wants to go to work. It is a potentially serious problem, both because of possible restricted income when no family members are working, and because the displaced worker is often more likely to be around the house — whether "underfoot" or not -- the displaced worker is simply more available for arguments.

There is some research that suggests that those families who quickly send another wage earner into the labor market make a better financial adjustment than those who wait until some months after the closing, or are never able to have another family member go to work.

Family members need to take into account the meaning of work for both the displaced worker and the spouse. Talking through the issue at the time of the announcement to close will be helpful.

(6) The options for education and training for Danny and Raina as they seek security in locating new work: for some workers in a plant closing, there may be opportunities to find similar employment immediately, while others will be confronted with making a choice between looking for work, getting more education (or continuing an interrupted education), or obtaining retraining in an entirely new line of work. Although there are several variables which would

influence that decision — such as the availability of training, the cost of training, one's age or family situation — workers may not want to only consider another job. The opportunity for training may be available through a program created by the community, with financial help for either the program, salary while attending training, or both provided from state or federal dollars. Some workers have found that the shutdown has provided the opportunity for a new career in an area they have had an interest in for some time, but which they felt reluctant to consider because of their full-time work. When that work didn't exist, they were freer to choose and were pleased with both the opportunity and the outcome.

Workers might help their own situation by asking themselves and their spouses what they desire in both their work goals and careers. Options of work, education and training programs might all be considered.

(7) The efforts of the community in helping to resolve the loss of a major employer: also varies like the weather. There are some communities that never do get organized, seem frustrated with their high unemployment rate and declining tax base, but don't seem to know what to do. Other communities create a committee to make an assessment of what the needs and resources are, and set about to respond to those needs. Their activities may be focused on new replacement industries, or assisting displaced workers, or both. It's often the case though that some retraining takes place, whether these programs be vocational and adult education skills courses, remedial education,

or training programs supported with state or federal dollars. Whether the community develops retraining or educational programs should not limit any individual from considering the options. Danny Smith might lose his job and be very eager to learn auto mechanics with no community program or support available. Regardless, it might still be in Danny's best interest for him to consider going elsewhere for that training, or finding an employer who would be willing to provide on-the-job training.

Community assistance efforts might also be short-term, with both the concern for the well-being of the displaced workers, and the energies the community can muster to be less than needed. Displaced workers will have to recognize that the community may be fully charged to "do something" right away after the shutdown, but not have the organized energy to assist several weeks later when those who are without work may be in even greater need of help.

CHAPTER VII

A REPORT FROM DISPLACED IOWA WORKERS

Although numerous studies have been completed on the adjustment of workers confronted with job loss, we'll take some time here to review what Iowans say about their experience in the closure of the Wilson Foods facility and the Massey Ferguson plant, both located in Des Moines, Iowa. The Wilson plant closed on October 31, 1981, while the Massey Ferguson plant closed on August 14, 1981.

The data from workers at these two facilities and a sampling of spouses were collected during the months of February through July 1982. Thirty-four displaced workers and 33 spouses, representing 51 different family units are described here. Respondents were randomly drawn, but because the sample is a relatively low ratio of the total displaced workforce, we should take the outcome only as an indicator of the range of responses displaced family members provide.

1. What do the Des Moines families that lost their jobs through plant closings look like? As you can see, plant closings impact young and old, singles and married people and all with a variety of educational backgrounds.

Here is the Des Moines sample:

SEX:	# OF WORKERS	%	# OF SPOUSES	%
Male	31	91.2	1	3.0
Female	3	8.8	32	97.0
	34	100.0	33	100.0

RACE:	# OF WORKERS	%	# OF SPOUSES	%
American Indian	1	2.9		
Black	3	8.8		
Spanish American	1	2.9		
White	25	73.5		
No Response	4	11.7		
	34	99.8		
EDUCATION:				
Less than 8th grade	1	2.9	0	
Eighth - 10th grade	4	11.7	3	9.0
High school	21	61.7	16	48.5
Vocational technical	4	11.7	5	15.2
Some college	0	0	4	12.1
No response	4	11.7	5	15.2
	34	99.7	33	100.0
AGE:				
24 and under	3	8.8	3	9.0
25 - 28	4	11.7	1	3.0
29 - 30	1	2.9	2	6.0
31 - 34	5	14.7	8	24.3
35 - 37	3	8.8	0	0
38 - 40	4	11.7	3	9.0
41 - 45	2	5.9	2	6.0
46 - 55	4	11.7	2	6.0

AGE:	# OF WORKERS	%	# OF SPOUSES	%
56 - 65	4	11.7	1	3.0
No response	4	11.7	11	33.3
	34	99.6	33	99.6
MARITAL STATUS:				
Married	23	67.9	32	97.0
Single	7	20.6	0	0
Divorced	1	2.9	1 (Recent)	3.0
Widowed	1	2.9	0	0
No response	2	5.9	0	0
	34	100.2	33	100.0

2. What was their reaction to the announcement to close? A plant closing impacts the workers involved, but it also effects their spouses and family members, as well as the broader community. The Des Moines spouses responded to the closing announcement with concern. When asked how they responded to the announcement of the closing, many said they were surprised, fearful, worried or depressed. Of the 33 spouses, one said she was "OK, because she knew it was beyond their control," while another felt "relieved that the decision had been made, and now plans for the future could be made." The balance of spouses were concerned for their husbands or indicated considerable family concern. These spouses reported their husbands had similar concerns at the time of the announcement too. At the time of the actual closing, only one of 34 workers interviewed

indicated he didn't feel rejected, depressed, "lousy" or upset. What's worse, when the interviews took place several months after the closure, only seven of these workers indicated their feelings had changed in a positive direction, with some individuals feeling even worse then than they did at the time of the closing.

The last day at work is a tough one for workers who are about to lose their jobs, and the Des Moines workers reflect their rejection, since the most frequent response to "What did you do the day the plant closed down?" was "go to a bar." Others said they went home and got drunk, while others applied for unemployment compensation or went home to map out a strategy about what to do.

3. How do people support themselves after they lose their jobs? Not having the steady income poses problems of course, and the Des Moines workers seemed typical of descriptions of other plant closings:

(a) Relatively few of the workers received welfare (5 of 34 workers) and only four had received food stamps, and even then the food stamps were received for only a short duration (the longest was less than six months). (b) Of the unemployed workers at the time of interviews, eight of 18 workers were receiving unemployment compensation, with five of these presently employed having drawn unemployment compensation while they were searching for new work. (c) Cutbacks or spending less money on items one would normally have purchased is another way to make ends meet, and the Des Moines workers and their families did that too; 18 of 34 workers said they had cut back on such items as entertainment, home repairs, church support or the purchase of a home. (d) Another way to make ends meet after job loss is for other family members to go to work. Many of the workers did not have spouses who worked outside the home, but only one of the married workers said he didn't like to have his wife work. Several workers thought it was "OK", a few liked the idea, and one was even hoping his wife would work. Workers indicated four family members had taken jobs since the plant announcement, but as we interviewed spouses, nine indicated they had taken outside work since the closing.

Having an employed spouse, while not being able to find work for oneself might well pose some strains for the customary wage-earner, or strain the relationship between them. Or, if the husband is strongly opposed to his wife working, friction over the issue of going to work can come quickly, pose additional strains on the family, and be a festoring sore, particularly if the wife is/continues working. (e) Another way to handle the financial loss of the closing is to receive help from relatives. Only six of the 34 workers indicated they received help from relatives, but three of these indicated there was a change since the closing, and in all three instances there was an increase with money, food or firewood provided by relatives to a greater degree after the closure than in the past.

4. Are there options? Transfer, early retirement, retirement and separation were the options available to some of the workers. Not all wanted to move or could afford to move, and not everyone had the seasoned years to retire.

The options for these 34 workers broke down this way:

OPTIONS:	# OF WORKERS	%
Transfer	4	12
Early retirement	4	12
Retirement	1	3
Separation	16	47
No options available	9	26
	34	100

We asked these displaced workers questions about their plans for the future and for finding a job. We also asked: "In case your short-term plans fall through, would you move?" Fourteen displaced workers said they would relocate, two said they "possibly would," but another 11 workers would not consider a move outside of Des Moines.

5. How did these people find work? Finding a job is something else, but the displaced Des Moines workers appear typical of what other studies have found; displaced workers tend to use almost any means possible to find work, including friends, newspaper ads, neighbors and the State Employment Service. The displaced Des Moines workers support the findings of other studies; the informal networks, (friends, neighbors and relatives) were identified as the best sources for locating employment. In addition to these informal and formal employment avenues, Des Moines had developed Transition Centers, and displaced workers found support through their labor unions; as well as having access to private employment agencies, which might

not be available in smaller communities.

Sixteen of the 20 workers employed were working full-time, while the remaining four men had part-time work. For most, the present job wasn't as good as the one they lost when "their" plant closed; 13 workers rated their current work less desirable than their past job, with three maintaining their work was better than their previous employment. Lower wages, less responsibility, bad hours and more physical work were the difficulties with the newer positions. Overall, workers didn't think their new jobs were that great, but most of the displaced workers stated that they took their present job because it was the best available to them. Of those who responded to the question, all viewed their present job as temporary.

6. Were there any problems? Even though there are some adjustment mechanisms that family members can take, there are still some strains.

For example:

(a) Of the 33 spouses, nine indicated their displaced husbands had health problems they didn't have before the plant closed. These problems included headaches, sleeplessness, backaches, high blood pressure and drinking problems.

(b) Comparing the degree of marital happiness before the closing with that after the closing located some discord. Two of the workers indicated there was some decline, with one consulting a professional counselor about marital problems. Among the spouses, we interviewed one woman who had been divorced two weeks. Whether these difficulties are caused by job loss is open to question, but some families stated that family problems are enlarged by the closings and its aftermath.

(c) One of the questions we asked was: "Since the plant closed, what are the main things you and your wife/husband have sometimes disagreed about that you agreed about before?" Although the most common response was "nothing," several family units mentioned money, children, personal habits or "everything." Money disagreements were frequently voiced.

(d) In other closing studies, the worker self-image generally declined. In Des Moines, the displaced workers were asked this question: "Des Moines is made up of several groups and classes of people. Which of these groups did you belong to before the plant closed, and which have you belonged to since its closing?" The options provided were middle class, working class, lower class and upper class. In terms of social class, ten worker respondents declined in their self-assessments while two perceived they were in a higher social tier after the closing than they were prior to the closing.

(e) Although most workers maintained steady contacts with their friends, relatives and neighbors, more Des Moines residents had decreased their social contacts with companions than increased them after their job loss. The difference is most pronounced with friends, in part because friends are also often co-workers, but also because there is a tendency for people without jobs to withdraw, to "hole up." The responses for workers were: two increased, 20 remained constant, ten declined and two with no responses.

7. Was there any help given to the displaced workers? In Des Moines, there was an active Task Force called the "Mayor's Task Force on Plant Closing and Job Retraining," which assisted in the community organizational efforts to help displaced workers in a variety of ways. We found that nine of the 34 displaced workers had utilized the Transition Centers, receiving either/both testing and counseling with one respondent also receiving retraining in computer programming. Ten workers said they had furthered their education/vocational training since the plant closed; including reading classes (G.E.D.), data processing, architectural drafting and the 11 week Mayor's Task Force retraining class on "Basics in Supervision" at Drake University. Massey Ferguson offered assistance in "Resume Writing" to

some, but not all of the displaced Massey workers. Five of the displaced workers who completed our questionnaire from the Massey Ferguson company were enrolled in their program, but only two of the five thought it was of considerable help to them. Wilson Foods, Inc., did not provide this assistance.

In this chapter "A Report From Displaced Iowa Workers" we reported research data about Iowa displaced workers. To give the reader a better picture of the plight and situation of specific workers we present four scenarios.

There is a special story behind each displaced worker and all who are out of work for any length of time. It is hoped these scenarios provide the reader with a special insight into the human tragedy caused by plant closings and permanent layoffs. These scenarios were developed by the staff of the Des Moines Transition Centers.

JACK D.

Jack was a mechanic for Wilson Foods Corporation for 15 years. He was what you might call a perfectionist about his job. He took great pride in his work. He also was chief steward of his Local Union and very active in the community.

Jack was married and had five children of which two were adopted.

Jack lost his job due to a plant closing on October 30, 1981. He searched for a job for almost two months and submitted over 40 applications.

Then, he located a good job but the job required that he move out of state. Jack tried to sell his house continuously for over a year but to no avail.

Jack lives in a trailer in Oklahoma away from his wife and children. He hates being away from his family but the job is a good opportunity and he is very hesitant about leaving it.

This was a time of crisis for Jack. He had to decide if the job was more important than his family and this was tearing him up inside. Jack decided to stay in Oklahoma and come back to Iowa at least once a month. However the expense of travelling and the difficulty of getting time off makes it very difficult to do.

I'm very sad to say there is no good ending to this story yet. Jack is still commuting with no change in sight.

DENNIS

Dennis worked at Massey Ferguson for 14 ½ years as a set up man in the fabrication department. He was responsible for installing and removing dies in the metal fabrication presses; resulting in a precise blueprint specification first production part.

Dennis is divorced and has his son living with him. His son has Down's syndrome and is mentally retarded. Luckily, Dennis lives in the state of Iowa, where there is an excellent program that helps him with his son.

On August 15, 1981, the Des Moines Massey Ferguson plant closed their doors. Dennis was unable to transfer to another plant, because the only openings in fabrication were in Canada. Transfers were offered only to departments in plants in the United States.

Dennis found himself; divorced, with a mentally retarded son and no job. He was very discouraged and feeling a little sorry for himself. He had heard about the Mayor's Task Force through his Union meetings. He went to see the President of his Union, Dan Wasko. Dan, as coordinator of one of the Transition Centers, had Dennis go through a short Job Assessment course. After this course, he went for CDC testing at the Des Moines Area Community College. Dennis was selected for a "Basics In Supervision" class at Drake University as a result of the testing.

The class taught Dennis about stress control, aggressive behavior and even some things about himself that he didn't know. It was a very enjoyable experience.

At the graduation dinner, Dennis gave a 10 minute speech in front of television cameras, the Mayor, guests and the faculty of Drake University. Hopes are that Dennis will find a good job soon with his new attitude and his determination to succeed in life.

Now, two months later, Dennis has a job at Frye Copy Systems and is looking foward to the opportunities and challenges it presents.

DENNY

Denny was employed as a production worker in the midwest for almost nine years. He had a wife and two children, a house, friends and family that lived nearby. He thought everything about life was wonderful until April 30, 1981.

That was the day he was notified that the packing plant where he was employed would be closed permanently in six months. This announcement was quite traumatic for Denny as it was for many of the workers at the plant. It began a long process of making some very difficult decisions. Denny had the choice of staying in the midwest where his wife, kids, family and friends were, or transferring to another plant in another state. He decided to stay where he was at and began to look for other employment immediately.

Denny began this job hunting process by first stopping at the local Transition Center to talk to his friend Mike. While he was there Denny's wife called Mike and said "Help Denny find a job. I don't care where, he is driving us nuts here at home!"

Shortly after Mike talked with Denny's wife Denny said "I've got to find a job no matter what it is. My wife is driving me nuts!"

As luck would have it, Denny got called for an interview the next morning for a job at Meredith Printing. The following Monday Denny was hired for the job. Denny was so happy he called Mike back and thanked him.

ROBERT E.

Robert worked at the packing plant for almost seven years. He was a mechanic and a very good one. Robert was 54 years old, married and was earning about $500.00 a week. Life was good for Robert and his family.

Then, through no fault of his own, Robert lost his job due to a plant closing. Robert's plight was typical in these hard economic times. It was especially difficult for Robert because he was 54 years old and did not have a high school diploma. In addition, Robert was experiencing personal and family problems due to his being unemployed for the first time in his life.

Robert went to the Union Hall to see what assistance the Union could be in helping him locate employment. While there, Robert talked to Mike, the Transition Center Coordinator. Mike advised him to first obtain his GED and to get CETA certified for possible retraining. Robert did receive his GED and then was enrolled at Des Moines Area Community College for the Retail Sales and Supervision class.

Upon graduating, Robert used his job seeking skills to obtain an interview at Homemakers Plaza. He then contacted Mike at the Transition Center to let him know that he was employed. He also told Mike that he was making only one-third of his former salary. However, he enjoyed the challenge of this work. Robert thanked the Mayor's Task Force for his GED, training, and his job.

CHAPTER VIII

OPTIONS THE COMPANY COULD CONSIDER TO ASSIST DISPLACED WORKERS

Many companies are confronted by a plant closing only once in the life of their existence. Seldom do top company executives go through the experience more than one time in their career. Therefore, we will outline possible options the company could consider to assist or help their displaced workers. There are times when some of the options are not considered only because no one suggested them or proposed them for consideration. However, there are others that may be important to a particular workforce in a particular setting that are not mentioned in this listing. It should be remembered that right after the closing, when the paycheck stops coming in and until a new job is found, the financial strain on the displaced worker may be enormous. To help ease the transition from working on one job and the starting of the next, there are a number of programs that can be provided that will assist the displaced worker and ease the adjustment. Options the company might consider, as well as those that are required under a contract to assist the displaced worker include:

1. Job Seeking/Job Finding Workshops
2. Resume Writing Assistance
3. State and National WATS Lines for Interviewing and Job Seeking Purposes

4. Personal Leave for Job Seeking Interviews
5. Severance Pay
6. Insurance, both Health and Life, Including Dental for up to a Year after the Closing
7. Vacation Pay for a Full Year after the Closing
8. Transfers to Other Plants
9. Moving Costs
10. Early Retirement Options
11. Credit Union Services
12. In-Plant Retraining
13. Company Supported Vocational Training
14. Tuition Assistance
15. General Educational Development - High School Equivalency Certificate Program (G.E.D.)
16. Flow Back Rights
17. Career Development Center for Interest Aptitude Testing
18. Cash to the Community
19. Tripartite Committee

For example:

1. Job Seeking/Job Finding Workshops

This type of outplacement service is one that the company can arrange through the local CETA prime sponsor (Comprehensive Employment Training Act Programs), through private consultants, Job Service of Iowa, colleges and universities or it might be performed by the training staff of the business or industry. These workshops basicly provide worker outplacement type services on how to seek a job, how to develop an appropriate resume, and may include interest and aptitude testing and development of job seeking skills to allow each worker to be competitive in the job market. These workshops usually last from three days to three weeks in length when there is an affiliated job finding club. The job club gives the job seeker an opportunity to participate in a support group with other displaced workers.

Many displaced workers have often been employed at the plant from five to 20 years, they have not been recent job seekers. Thus, the strategies to be used in successful job hunting are skills that need to be sharpened and reacquired. Often this includes video taping of workers in mock job interviews which have provided great insight to the worker in how they are perceived by the interviewer.

2. Resume Writing Assistance

If it is not possible for the company to provide job seeking/job finding club workshops, one essential component, and a much shorter one, would be providing professional assistance to the workers in resume writing. This might be augmented or supplemented by video taping employment interviews to allow the displaced worker the opportunity to sharpen and hone both his/her application and interviewing skills.

3. State and National WATS Lines for Interviewing and Job Seeking Purposes

It has been found that when the company provides job seeking/job finding club workshops, a state and/or national WATS line is important so workers can pursue job opportunities throughout the nation. The more workers that can secure employment at an early stage, the less trauma and transition for them, and less unemployment insurance is drawn, and the fewer continuing services are needed for the displaced worker.

4. Personal Leave for Job Seeking Interviews

If, after the plant closure announcement has been made and workers have participated in the job seeking/job finding club or resume writing workshops, it would be advisable to consider allowing employees personal leave for job interviews up until the time the plant closes.

5. Severance Pay

Severance pay can be calculated and in many instances is prescribed by union contracts. However, whenever the company can exceed these requirements, it will be viewed by the displaced worker as a meaningful and positive step to assist them. Severance pay may be paid at different times; when the plant closes, 12 months later or even as long as 24 months after closing. It is important that the workers seek severance pay payments at a time so as not to jeopardize their eligibility for unemployment insurance and for possible retraining under federal or government retraining programs. Just because severance pay is approved, the fund they are paid out of may be low or non-existent, and workers may never receive any severance pay.

6. Insurance, both Health and Life, Including Dental for up to a Year after the Closing

There are companies who have provided insurance coverage up to one year after a plant closure, such as Massey Ferguson in Des Moines. Health insurance is a costly item for the unemployed displaced worker, and it is virtually impossible for them to convert a private plan and be able to afford it on unemployment insurance or on a limited income. There is evidence displaced workers have an increased need for medical assistance because of the trauma associated with a plant closing. It is an item the company may want to consider as an investment in their former employees, and provide health and life insurance for one year after the plant closing.

7. Vacation Pay for a Full Year after the Closing

This varies according to negotiated contracts and common sense. However, if the plant closes early in the fiscal year, consideration of paying a full year's vacation at the time of the plant closing, would be a welcome bonus. Massey Ferguson in Des Moines did pay a full year's vacation.

8. Transfers to Other Plants

Some companies or businesses that are closing have plants in other locations throughout the state or nation and offer workers the opportunity to transfer, which is one option that cuts down on the number of displaced workers. If there are no other subsidiaries or plants performing a similar function within the parent company, sometimes the employer can work with other companies that have a requirement for a similar workforce and negotiate opportunities for their displaced workers. It would be as important as a transfer. Under certain union contracts, transfer rights with other companies covered by the same union may be possible.

9. Moving Costs

Usually this will be a negotiated item for the employee with a bargaining unit. However, for employers who do not have such provisions, paying the moving costs for workers who are transferred or who secure other jobs within the first month of the plant closure may be a wise investment. There are other savings to the company based on the number of individuals who secure other employment soon after the plant closure, including a reduced unemployment insurance cost.

10. Early Retirement Options

It is also worth exploring how to broaden retirement options to allow early retirement for younger workers. These should be explored, by both the worker and company. There again may be cost savings under certain conditions, and also it is a way to reduce the work force as a preventive measure to a plant closing.

11. Credit Union Services

There are certain credit union services that might be able to continue after a closure. These should be explored by the company to determine how credit union services can continue to serve the needs of workers.

12. In-Plant Retraining

A company may want to consider developing retraining programs that could be offered to displaced workers using company training facilities and plant equipment. Again, this retraining will be viewed by workers as a meaningful and positive step the company is taking to assist them in transition. It may be cost effective for the company, in addition to being an important assistance to the displaced worker.

13. Company Supported Vocational Training

Most companies will not be able to provide one and two year vocational training programs to their displaced workers. However, a company policy to continue the tuition assistance program for one and two year occupational programs would be an important step to take. Massey Ferguson, Inc., in Des Moines, Iowa has provided tuition assistance for employees for up to two years after their plant closure. Massey Ferguson also provided a short term computer programmer course and a computer operator course for former employees at their North American headquarters in Des Moines. Both of these programs were highly successful with 100 percent placement.

14. Tuition Assistance

Many companies have tuition assistance programs, and it is possible for the company to consider extending these privileges after the plant is closed. This would provide tuition in both public and private institutions for vocational and occupational programs plus undergraduate and graduate degree programs for both plant and management employees.

15. General Educational Development - High School Equivalency Certificate Program (G.E.D.)

There are workers in most plants who do not possess a high school diploma. The GED high school equivalency certificate program should be provided for those workers so that they can achieve this minimal educational requirement for many other job opportunities or for retraining programs. These programs are often state and federally subsidized and are offered through local community colleges and/or local public schools.

16. Flow Back Rights

These rights provide transferred employees with the option to return to their home community within a specified time. The time period is usually six months, thereby allowing the relocated worker the opportunity to test out both the new job, as well as the new community. The costs of the move may be carried by the company or partially by the worker, but most frequently by the latter. After return, the worker could select separation pay or, where appropriate, retirement.

17. Career Development Center for Interest Aptitude Testing

This is another service that could be provided or purchased at low cost through either a local community college or university. For workers who are unable to find employment in their present occupation, and are considering retraining in a new field or occupation, interest and aptitude testing is essential. They seldom know what would be the best to pursue and the combination of interest testing, aptitude testing exploration of various careers is very helpful. If this can be done while the worker is still employed or soon after the plant closure, it helps expedite retraining options.

18. Cash to the Community

There have been some companies that have provided monies to the community to assist in funding transition centers and a local task force operation. In some situations, cash has been given to the community as an assistance for the loss in revenue the community will sustain. The community leaders decide how the funds will be used, such as medical assistance or health insurance for displaced workers.

19. Tripartite Committee

When the company, labor government and community leaders develop a plan and strategy for dealing effectively with the possibility of a plant closing, they join forces in forming a Tripartite Committee. To be effective, the committee should be formed in advance of the closing and should be an open and cooperative effort in which each lends every possible means to develop solutions. This process appears to work best if all parties put all the cards on the table and develop significant plans. The advantage in the timing (if done early) and cooperation from this process from all partners in the committee will allow the conceived plans to be developed, and assist the displaced workers by increasing the number of options available.

While these are a comprehensive list, they are not an exhaustive list and others may be added. What is important is that a company make an effort to convey what is available and get those services to displaced workers.

CHAPTER IX

ORGANIZING THE COMMUNITY: MAYOR'S TASK FORCE/TRANSITION CENTERS

Communities which have experienced the sudden shock of plant closings frequently have had to respond after the closing and take action to confront the problem at that stage. Obviously, the better strategy would be to have some community structure in place to begin delivering services immediately upon a plant's closure, rather than try to plan for services after the closing.

Just how does a community begin looking at an organizational effort to deal with plant closings? First of all, a sincere commitment must come from the top public officials so it is important that Mayors, County Commissioners or County Boards of Supervisors are in strong support of any effort that would be developed to alleviate some of the trauma for displaced workers. In the case of Des Moines, Iowa, an organizational effort was done under the auspicious of a Mayor's Task Force. Des Moines Mayor Pete Crivaro was an instrumental leader in establishing and giving strong support to the concept in Des Moines. Under the Mayor's direction, a Central Committee to review the possibilities of services to those displaced workers in the community was formed. The committee was comprised of business leaders, union leaders, personnel from social service agencies, educational delivery service agents (both public and private), Chamber of Commerce representatives, religious leaders and others who were knowledgeable of what services would and could be available to aid in developing programs for displaced workers. This conglomerate of community leaders was termed the "Mayor's Task Force on Plant Closing and Job Retraining.

Community based committees, like the "Mayor's Task Force on Plant Closings and Job Retraining," could be put in place in the community long before plant closings were experienced. In this way, the community could take an active hand at exploring what kind of services and programs might be available before plants officially close. Having Task Forces formed would also provide for smoother transition for workers and would give any community an advantage, should a plant closing occur.

While preventative measures are not always as easy to establish as is a Task Force after a plant closing is announced, it is still worthwhile trying.

The Coordinated Response Effort of a Mayor's Task Force

The following outline delineates the procedures which are necessary to design and implement a Task Force to deal with plant closings and layoffs, whether they are developed before plant closures or after announcements of plant closings.

Planning and Organization

A. A community leader, with access to other top community leaders in business, labor, government and social service agencies should take the lead in mobilizing the community resources.

B. The community leader should initiate the formation of a "Mayor's Task Force" composed of other local community leaders and representatives. Representatives on the "Mayor's Task Force on Plant Closings and Job Retraining" would typically include:

1. The Mayor or Chairperson of the County Board of Supervisors, or a similar locally elected official
2. the effected firm or firms
3. unions effected by the closure
4. State Agencies:
    - Job Service of Iowa (JSI)
    - Department of Social Services (DSS)
    - Department of Public Instruction (DPI)
    - Governor's Office of Planning and Programming (OPP)
    - Iowa Development Commission (IDC)
5. Representatives of business groups
6. Educational Institutions: These should include those who can deliver retraining, vocational education, adult education programs and services, including:
    - Public Secondary Schools
    - Community Colleges
    - Public and Private Colleges and Universities
    - Proprietary Vocational Schools
7. The local CETA (Prime Sponsor) and the Private Industry Council
8. Other union entities, such as the Human Resources Development Institute (HRDI), the local labor council and the community services branch of the United Way
9. Local Banking Institutions
10. Chamber of Commerce -- Bureau of Economic Development

11. Churches

12. County Mental Health Centers and other Human Service providers involved in counseling

13. Communications Media and the Press:

    Television Stations
    Radio Stations
    Newspapers
    Cable Television

Setting Up the Initial Task Force Meeting

The Mayor's Task Force should hold its first meeting as soon as possible, following notice of the closure. This meeting should be called by the Chairperson (e.g., the Mayor). The purpose of this first meeting should be to set up the committee and subcommittees, establish parameters and assign tasks.

The Chairperson and others should define the situation as clearly as possible and explain the reason for the extraordinary effort being put forth. An explanation of the trauma and problems displaced workers face is essential. Often, consultants are found to be extremely helpful at an initial Task Force meeting. In Des Moines, Dr. Kenneth Root, Professor of Sociology, Luther College, Decorah, Iowa was the Consultant. Committee participants should know from the outset that, for a specific period of time, these workers will be targeted for special services, approximately six to 12 months. This explanation serves to maintain the interest and enthusiasm of the committee. The planning and implementation of such a program does require a concentrated effort from a relatively small group of people.

The following activities should be undertaken at the first meeting:

1. Gather the information necessary to define the situation as accurately as possible. All the information needed will not be immediately available, but should be gathered as soon as possible since it is basic to the development of the several components which will be put in place by the task force. Information needed will include:
    a. Number of workers, occupations, skills, sex, ethnic background, residence by Zip Code, age and dates of layoffs
    b. Information from the workers on what they perceive as their immediate needs, their future plans and the kinds of services they think should be provided at the Transition Centers.
    c. Labor market analysis and skills analysis;

       An analysis of the labor market will assist in immediate placement of some workers, and provide information necessary for retraining programs. An analysis of the worker's skills will assist to target placement and retraining more efficiently as skills are matched with job availability.
    d. Transition Center informational brochures and packets need to be developed and a distribution system put in place. They should be mailed out to workers and be available at the Center. This material serves as a valuable self-help tool.
2. Identify specific project needs, then list possible resource providers. At times it is not possible to complete the needs analysis until

the worker survey and the labor market analysis are completed. In any event, all possible resource providers should be involved. Contributions can include funds, volunteers, printing services, developing the retraining program, social services, job development and placement.

Organizations to Involve Should Include:

a. the effected firm or firms;

b. the union or unions for facilities for Transition Centers and job development;

c. the Chamber of Commerce for assistance in job development and jobs;

d. Job Service, local schools, community colleges and universities for worker assessment specialist and counseling assistance;

e. local schools, community colleges, universities or the firm for retraining facilities;

f. from other public and private groups for equipment, furnishings and printing services;

g. representatives from the banking community to assist with problems of defaults or home loans; and

h. representatives from food service industry to assist with discounts in supermarkets for displaced workers.

The representatives on the Mayor's Task Force should have the authority or means to commit available resources from their own organization.

3. Form subcommittees to specifically investigate and address the identified issues and resources. Subcommittees will differ in each

project, depending upon needs. Subcommittee examples are:

a. Effected Firms Subcommittee in Des Moines (It was simply called Massey Ferguson/Wilson Foods subcommittee.)

   Company cooperation is essential in getting the initial "needs assessments" questionnaires completed. Companies also provide statistical data on displaced workers. They can provide the committee with accurate information about company plans and services to be provided to workers by the company.

b. Transition Center Subcommittee

   The focus of this subcommittee is on the selection of a site or sites for Transition Centers. Additional responsibilities for this subcommittee include evaluating staffing needs; creating information systems; determining Transition Center services and procedures; and forming a process which matches displaced worker job skills with job openings.

c. Service Providers Subcommittee

   The focus of this subcommittee is on developing the brochure with information regarding social and financial counseling, food stamps, grocery store discounts, etc. Hotline "First Call for Help" services from United Way, as well as medical, dental and life insurance assistance.

d. Education Subcommittee

   This subcommittee's major function is to determine the retraining needs of displaced workers by identifying sources of training funds, development of relevant training programs, and to identify available existing vocational education programs in both the private and public sectors.

e. Job Development and Placement Subcommittee

Employment is essential. Match displaced workers with job opportunities in the area. Direct placement in job openings is the initial thrust. Develop labor market information, involve employers, design job development and employer outreach strategies, and link activities with Retraining Subcommittee. Work with Job Service and the Chamber of Commerce for job development and placement assistance and support for displaced workers.

In order to carry out its duties, each subcommittee should meet as often as necessary. It should report back to the committee at the monthly meetings. Each subcommittee should include the members of the Mayor's Task Force most appropriate to the subcommittee's task.

The following letter from Des Moines' Mayor, Pete Crivaro, is an example of a letter of invitation.

Special Acknowledgment: Planning Guidebook for Communities Facing a Plant Closure or Mass Layoff by Ruth Fedrau, State of California, Employment Development Department, Office of Planning and Policy Development, Sacramento, California. June, 1982 was used as a guide and source of valuable information for this Chapter.

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27th and University
Des Moines, Iowa 50311

As chairman of the Mayor's Task Force on Job Retraining, I am appointing you (or your designee) as a member of the task force to participate in organizing this community effort for the purpose of identifying retraining needs and opportunities for those members of our community who have realized the trauma of joblessness due to plant closings. A one-day seminar will be held:

DATE: July 7
TIME: 1:00 to 4:00 P. M.
PLACE: Hawley Building, 700 - 6th Avenue

Ken Root, a Sociology Professor from Luther College in Decorah, Iowa, will conduct our first task force meeting. Ken is a recognized authority in the field of plant closings and retraining. He will help us identify community needs and resources as we begin to focus our efforts towards our major program goals and objectives.

The major goals of this task force will be dealing with the following:

1. Organizing a community effort by all concerned groups to evaluate the situation, find out about assistance available to the community, and decide on needed actions.

2. Helping laid-off workers take advantage of government, company, and community resources to replace lost income.

3. Helping workers obtain any needed training or retraining and find new jobs, either in the locality or elsewhere.

As Mayor of the City of Des Moines, I urge participation from all concerned community leaders in this most important endeavor. Please confirm your attendance by returning the enclosed card to Judy Fitzgibbon, Task Force Coordinator, at the United Way Office, 700 - 6th Avenue, Des Moines, Iowa 50309.

Sincerely,

Pete Crivaro

Pete Crivaro
Mayor

Funding for the Task Force

The Mayor's Task Force was funded through a proposal submitted to the Private Industry Council, (PIC) from the Greater Des Moines United Way. Perry Chapin, President of the South Central Iowa Federation of Labor AFL/CIO was instrumental in the development of the proposal to PIC. If your plant is unionized, the union should be very supportive and helpful. If no union is involved, the United Way or another broadly supported community organization should seek funds for the task force and Transition Centers. CETA or the new Manpower legislation, "Job Training Partnership Act P.L. 97-300" should be a logical source of funds for the Task Force and Transition Centers.

Tasks and Activities of the Subcommittees:

A. Massey Ferguson/Wilson Foods Subcommittee

When workers are given three to six months notice before the permanent closure, there are many things that can be done to assist the workers and the Mayor's Task Force. This committee needs top level support from the effected company or companies so they have access to information about what the company is going to provide their displaced workers. They can give you valuable assistance by allowing Worker Resource Inventories to be completed while the company is phasing down. They can provide outplacement or job seeking and job finding activities before closure to maximize new job opportunities.

B. The Transition Center Subcommittee

The Transition Center Subcommittee should take the lead in developing the services to be provided at the Center. The

Center should be established in a convenient community location to gain maximum use by workers. Such a Center gives the displaced workers a place to go that is "theirs" in their daily job seeking efforts, for peer support in discouraging times, and to get information about retraining and other services.

The Transition Center Subcommittee's Tasks and Activities Should Include:

1. Determine needed funds and seek to secure those funds and other resources to staff and furnish the Center. CETA, Title VII, PIC were used to fund the Des Moines Mayor's Task Force, including the two Transition Centers.
2. Find a site for the Center. Possible sites might include a building donated by the city or county or the premises of the effected firm or union. In Des Moines, the two Centers were located at union halls; one Center was located at the U.A.W. Local #1446 Sub-Regional office and the second Center was located at the United Food and Commercial Workers Local #1231 at the Machinists Hall.
3. Provide the Center with office equipment, telephones and furniture through donations or available funds. In Des Moines, much of the office equipment and furniture was provided by the local unions and the remaining equipment needs were met by CETA (Prime Sponsor).
4. Provide the Transition Center with staff. A Center staff "team" might include staff from the Mayor's Task Force, unions, Job Service, CETA, local vocational education providers and employees "donated"

(for a short period) by private employers. In Des Moines, the Transition Center staff consisted of the Coordinator of the Mayor's Task Force, Judy Fitzgibbon, and two Transition Center Specialists, Mike Mathews and Dan Wasko. Job Service staff were used to assist displaced workers in completing Unemployment Insurance (UI) applications. Staff from various agencies assisted in training the Transition Center staff. Many volunteers from U.A.W. and U.F.C.W. were used to assist displaced workers in completing CETA applications and eligibility forms to establish eligibility.

Develop Procedures to Efficiently Serve the Displaced Worker Through the Transition Center

1. Have the worker sign in, and fill out a CETA application, UI forms or application, Applications for Employment and a Worker Resource questionnaire.
2. The Center staff should respond to all telephone calls, and set up appointments for displaced workers to be interviewed at the Center.
3. The worker should be interviewed by the Transition Center Specialist to ascertain needs and readiness for immediate employment.
4. Job ready workers should be given job referrals and/or scheduled for job search workshops. Job Service in Des Moines provided the microfiche on current jobs available.
5. Non-job ready applicants were referred for additional job counseling, supportive services or retraining.

Services to be Provided at the Transition Center Should, if Possible, Include the Following:

1. skills and interest assessment
2. employment and financial counseling
3. referral to supportive services and counseling
4. job search workshops
5. direct job referral or through Job Service offices
6. referral to retraining programs

Special Programs to be Conducted at the Center Might Include:

1. group job search workshops or Job Seeking/Job Finding Club activities In the Appendix, we list three sources of this service. Job Service is one source of this service, as well as private consulting firms; such as Richard S. Deems, Ph.D. and Associates Career Development and Career Transition, and the Hatch & Associates Company The Self-Employment Learning Factory, (SELF).
2. A test-taking instruction class, targeted to specific openings in larger companies.
3. G.E.D. and Math classes from the local public school system, community colleges or with volunteer tutors
4. Request a bank to provide a retail lending officer to counsel workers on family budgeting, advice on gaining financial assistance, and referral to other agencies, such as Consumer Credit Bureaus.
5. Request Extension Service to provide workshops on Money Management.

The County Extension Service has a Money Mechanics series. (Refer to Appendix for more information.)

C. Service Providers Subcommittee

They should take the lead in notifying displaced workers about the Center and its services by:

1. Encouraging the employer closing a plant to send letters to all workers announcing and describing the Transition Center and available services (the letter should also be posted on company bulletin boards for employees still working).
2. Encouraging involved unions to provide members with similar relevant information, in coordination with the employer.
3. Through the company or the union, or as a joint effort, sending questionnaires to each of their members describing the program and the need to gather information to assist them. Below are examples of the kinds of information which needs to be collected on each worker. (In the Appendix are two Employee Resources Surveys. These can be used to develop a questionnaire for your own situation.)

   The resource surveys should include at least the following:

   a. current employment status
   b. educational data
   c. individual's employment status (If employed, do other openings exist at the new job site?)
   d. individual's interest in retraining
   e. work history and job skills

f. individual's need for family counseling, debt counseling, housing assistance, food stamps and health care services

D. Education Subcommittee

This committee is essential and should have representatives of all the public and private colleges and universities, as well as business and secondary schools. Also, there should be a representative from Job Service, CETA, the Chamber of Commerce, the Mayor's Task Force and Transition Centers.

This committee will have the predominate responsibilities to develop the retraining programs. (A whole Chapter follows that is devoted to developing the retraining component.)

E. Job Development and Placement Subcommittee

Effective job development and job placement is required if the overall program is to be successful. Jobs are the name of the game. Securing jobs for displaced workers in different businesses and industries is essential. For the retrained workers, job development and job placement is an intricate and mandatory component of retraining. This will be discussed in the next Chapter.

The committee should have representatives from Job Service, all retraining institutions and organizations, CETA, Mayor's Task Force, Transition Centers, the Chamber of Commerce and private placement services. Staff should use all available information and relevant job openings available from all public and private agencies and organizations.

In Des Moines, funding was secured from the Community Development "Block Grant" program for job development positions and for Job Seeking/ Job Finders Club activities. Forty-five thousand dollars was secured for this purpose.

Weekly meetings to check job development activity have been very helpful. You do not want to have several job developers making contact with the same company. It is better to have a coordinated job development program. In Des Moines, we assigned specific job developers to each retraining class; so the job developer could become very well acquainted with each displaced worker in the retraining class, and match them up with job opportunities in the community. Mini job fairs, workshops or forums can be conducted, inviting only employers who are hiring.

In summary, Des Moines reflects a spirit of cooperation in community organization, and we include letters outlining the services of various groups and organizations that have and are contributing to the success of the retraining effort. We hope the appendixed information will give you ideas how similar agencies and organizations in your community can and will help, if asked.

The following is a list of agencies and respective representatives on the "Mayor's Task Force on Plant Closings and Job Retraining" in Des Moines, Iowa. It is enclosed to illustrate the types of organizations and agencies involved in the Des Moines Task Force. Similar organizations and agencies may be considered for your task force, with modification to fit your local situation.

DES MOINES

MAYOR'S TASK FORCE ON PLANT CLOSINGS AND JOB RETRAINING

CONCERN REPRESENTED	NAME	ADDRESS	PHONE
AGRI Industries	Pat Kevlin	2829 Westown Parkway W.D.M. 50265	223-3700
American Institute of Business	Tom Shively Steve Herzog	2500 Fleur Drive Des Moines 50321	244-4221
Bankers Life	Max Johnson	711 High Street Des Moines 50309	247-5111
Broadlawns Medical Center	Lloyd Kaufman	18th & Hickman Des Moines 50314	282-2321
CETA - Prime Sponsor Central Iowa Employment and Training Consortium	Manuel Acevedo Richard Caddy Marlon Williams Bill Matlock	East First & Locust Des Moines 50307	243-3487
Central Iowa Employment and Training Planning Council (CIE-TPC)	Ernie Comito Phil Langerman	2716 Columbia Des Moines 50313	282-3869
Central Life Assurance	Ted Wheat	611 Fifth Street Des Moines 50309	283-2371
Chamber of Commerce for Greater Des Moines	John Taylor Mark Threlkeld	8th & High Street Des Moines 50309	286-4978
	Charles Webb		
Charter Data Services	Mary Jo Dale	112 - 10th Street Des Moines 50309	282-5131
Des Moines Area Community College (DMAAC) - Ankeny	Richard Byerly Kay Heninger	2006 S. Ankeny Blvd. Ankeny 50021	964-6556
Des Moines Area Community College (DMAAC) - Urban Campus	Zack Hamlett Dutch Kleywegt	7th & Laurel Des Moines 50314	244-4226
Dept. of Public Instruction (DPI)	Myril Harrison Lee Crawford	Grimes St. Office Bldg. Des Moines 50319	281-8353

MAYOR'S TASK FORCE ON PLANT CLOSINGS AND JOB RETRAINING

CONCERN REPRESENTED	NAME	ADDRESS	PHONE
Des Moines, City of	Pete Crivaro George Nahas	East 1st & Locust Des Moines 50307	283-4944
Des Moines Public Schools	Dick Gabriel	1800 Grand Avenue Des Moines 50305	284-7911
Drake University College for Continuing Education	Phil Langerman Ann Schodde	27th & University Des Moines 50311	271-2181
First Call For Help	Inez Morrow	700 Sixth Avenue Des Moines 50309	282-5200
Hatch & Associates	Jack Hatch	837 Insurance Exchange Building Des Moines 50309	243-4735
Iowa Children's & Family Services	Keith Oswald	1101 Walnut Des Moines 50309	288-1981
Iowa Federation of Labor	Tom Glenn Don Rowen	2000 Walker, Suite A Des Moines 50317	262-9571
Job Service of Iowa Downtown Office	Barb Oakley Mike Marienau	150 Des Moines Street Des Moines 50319	281-5387
Job Service of Iowa Labor Market Statistics	Jone Culp Dave O'Brien	1000 Grand Avenue Des Moines 50319	281-8498
John Deere Des Moines Works	Bill Rollison	Hwy. 415 No., Box 1595 Des Moines 50306	283-3712
Lincoln Technical Institute	Pat Brophy	2511 Vine Street W.D.M. 50265	225-8433
Luther College Dept. of Sociology	Ken Root	Decorah, Iowa 52101	319/387-1280
Machinists and Auto Workers, International Association of	Bob Connett	2000 Walker Street Des Moines 50317	265-0344
Massey Ferguson	Duane McCombs Phil Jackson Denny Mitchell	1901 Bell Avenue Des Moines 50315	247-2011
National Alliance of Business	Monroe Colston	8th & High Street Des Moines 50309	286-4958

CONCERN REPRESENTED	NAME	ADDRESS	PHONE
Neighborhood Development	Barb Ashton	East First & Grand Des Moines 50309	283-4068
Neighborhood Development	Sharon Brooks Chuck Kennedy	505 N.E. Broadway Des Moines 50313	244-5155
Office of Planning and Programming	Dennis Fetters	523 East 12th Des Moines 50319	281-3711
Operating Engineers	Jerry Addy	4800 Hubbell Avenue Des Moines 50317	265-1657
PIC	John Estes	1216 Forest Des Moines 50314	244-5253
Polk County	Red Brannan Vince Johnson Ray Sears	County Administration Bldg. 2nd & Court Avenue Des Moines 50309	286-3200
Preferred Risk Mutual Insurance	Conrey Combs	1111 Ashworth Road W.D.M. 50265	225-5000
South Central Iowa Federation of Labor (SCIFL) AFL-CIO	Perry Chapin Nellie Reeves	2000 Walker, Suite B Des Moines 50317	265-1862
Teamsters Local 387	Vern Bennett	2425 Delaware Des Moines 50317	262-9711
Transition Centers	Mike Mathews	2000 Walker, Suite F Des Moines 50317	265-2288
	Dan Wasko	2525 E. Euclid, Suite 201 Des Moines 50317	265-9877
United Auto Workers (UAW)	Chuck McKenna	2525 E. Euclid, Suite 201 Des Moines 50317	265-9877
United Food and Commercial Workers (UFCW)	Porter Dimery	3306 Columbia Des Moines 50313	280-8900
United Way	Robert A. Mabie Jack White	700 Sixth Avenue Des Moines 50309	282-5200
U.S. Dept. of Labor - BAT	Carl Heninger	Federal Building, Room 637 Des Moines 50309	284-4690
Vocational Rehabilitation Center	Phil Covington	510 East 12th Street Des Moines 50319	281-3041
Westminster Church	Wayne Hoffman	4114 Allison Des Moines 50310	274-1534

MAYOR'S TASK FORCE ON PLANT CLOSINGS AND JOB RETRAINING

CONCERN REPRESENTED	NAME	ADDRESS	PHONE
Wilson Foods	Alan Williams	S.E. 18th & Scott Street Des Moines 50317	265-6041
	Dennis Bonnett	4545 No. Lincoln Blvd. Oklahoma City, Oklahoma 73105	405/525-4516

NOTICE

- EFFECTIVE MONDAY, AUGUST 10, 1981 -

TRANSITION CENTERS WILL OPEN AT:

UAW SUB-REGIONAL OFFICE
2525 EAST EUCLID
DES MOINES, IOWA 50317
DAN WASKO, UAW LOCAL #1446
MASSEY FERGUSON COORDINATOR
265-9877
CALL BETWEEN 9:00 A.M. AND
4:30 P.M. FOR AN APPOINTMENT

MACHINISTS HALL
2000 WALKER STREET, SUITE F
DES MOINES, IOWA 50317
MIKE MATHEWS, UFCW LOCAL #1231
WILSON FOODS COORDINATOR
265-2288
CALL BETWEEN 9:00 A.M. AND
4:30 P.M. FOR AN APPOINTMENT

* * * * *

THE TRANSITION CENTERS ARE A PART OF THE MAYOR'S TASK FORCE ON PLANT CLOSINGS AND JOB RETRAINING.

THEY WERE DEVELOPED THROUGH THE COOPERATION OF THE AFL-CIO COMMUNITY SERVICES DEPARTMENT AT UNITED WAY, AFL-CIO HRDI, JOB SERVICE OF IOWA, AND YOUR LOCAL UNIONS TO MEET THE NEEDS OF WORKERS DISPLACED THROUGH PLANT CLOSINGS. IT IS FUNDED THROUGH THE PRIVATE INDUSTRY COUNCIL (PIC) AND THE CENTRAL IOWA REGIONAL ASSOCIATION OF LOCAL GOVERNMENTS (CIRALG).

SOME OF THE SERVICES AVAILABLE THROUGH THE TRANSITION CENTERS INCLUDE INFORMATION ABOUT INDIVIDUAL COUNSELING, SUPPORT SERVICE REFERRALS, JOB ASSISTANCE, EDUCATIONAL OPPORTUNITIES, MORTGAGE/RENT ASSISTANCE, AND LEISURE/RECREATIONAL ACTIVITIES.

CALL EITHER TRANSITION CENTER BETWEEN 9:00 A.M. AND 4:30 P.M. FOR AN APPOINTMENT, OR CALL JUDY FITZGIBBON, TASK FORCE COORDINATOR AT 282-5200, FOR ADDITIONAL INFORMATION.

CITY OF DES MOINES

MAYOR PETE CRIVARO
CITY HALL
EAST FIRST AND LOCUST
DES MOINES, IOWA 50307
(515) 283-4944

ALL-AMERICA CITY 1949,1976,1981

October 1, 1982

Dear Displaced Worker:

This packet has been designed to help you through your time of unemployment.

It contains information on human service referrals; major personnel departments and addresses in this area; educational institutions; vocational assessment centers; employment agency information and various printed material about unemployment compensation, workers compensation, resume writing, job seeking skills, etc.

Being unemployed in these days of economic depression causes undue stress on you, the displaced worker and on your family. We want to help turn this negative time in your life to a positive one.

For additional help in seeking employment, getting job retraining or with human service needs, feel free to call Mike Mathews in the Transition Center at 263-0077.

Sincerely,

Judy Fitzgibbon

Judy Fitzgibbon
Program Director

JF:rlh
opeiu37afl-cio

Enclosures

Date of application ____________
Card follow-up date ____________
Phone follow-up date ____________

MAYOR'S TASK FORCE ON UNEMPLOYMENT & JOB RETRAINING

Application for Services

PERSONAL DATA:

Name ____________________________
First Middle Initial Last

Address ____________________________
Street City State Zip

Phone ____________ Relative's Phone ____________
Area Code Phone # Area Code Phone #

Social Security # ____________ Age ________ Sex ____________

Ethnic Group: White ________ Black ________ Other ____________

LABOR FORCE STATUS:

If Unemployed, lost job due to:

Plant Closing ______ Layoff ______ Fired ______ Quit ______

Last Place of Employment:

Company Name ____________________________

Address ____________________________

Name of Supervisor ____________ Classification ____________

Last Rate of Pay ____________ Dates Started/Ended ____________
Mo/Day/Yr Mo/Day/Yr

Reason for Leaving ____________________________

____

If Underemployed, Current Employer:

Company Name ____________________________

Address ____________________________

Name of Supervisor ____________________________

Rate of Pay ____________ Occupation ____________

Are you or have you ever been a Union member? Yes ________ No ________

Local # ________ International ____________

WORK HISTORY:

Previous Employer	Address	Job Classification	Supervisor	Dates There	Reasons for Leaving

Amount of total family income for last six months ____________________

UNEMPLOYMENT INSURANCE:

Currently receiving Yes ________ No ________

Yes - How much per month? ____________________

Date started ____________________ Date ends ____________________

No - When last drawn? ____________________

If never drawn, why? ____________________

EDUCATIONAL DATA:

Less than High School ____________________

GED ____________________ Referred ____________________

High School ____________________

College ____________________

Degree ____________________

Vocational School (Name & Town) ____________________

____________________ Dates attended ____________________

VETERAN'S STATUS:

Are you a veteran? - Yes ________ No ________

Yes - Dates served ____________________ War time - Yes ________ No ________

Do you have a Driver's License?____________ Chauffeur's License____________

Are you a prior CETA participant?____________ When?____________

What services did you receive?____________

Are you registered to vote?____________ At your current address?____________

Are all family members registered?____________

INDIVIDUAL ASSISTANCE:

____ Family/Individual Counseling

____ Financial/Debt Counseling

____ Unemployment Insurance

____ Health Care (including eye/dental for adults and/or children)

____ Food Stamps

____ Housing

Referrals to:

SKILLS:

What jobs are you presently able to do?____________

____

Ideally, what job would you most like to have?____________

____

Are you interested in retraining?____________

Ideal length of time - 3 mos.____ 6 mos.____ 1 yr.____ 2 yr.____ No Pref.____

Prefer: Days ____ Nights____

What hobbies do you have?____________

What clubs or organizations to you belong to:____________

Do you like to read?____________

Do you have writing skills?____________

Do you have math skills?____________

Referred to ABE: Yes ____ No____ - Date____________

DES MOINES REGISTER & TRIBUNE COMPANY

CONFIDENTIAL NEEDS ASSESSMENT
1982 Newspaper Consolidation

The purpose of this is to assist us in meeting your present needs. Please answer all questions as completely as possible.

NAME ______________________________ DATE __________

POSITION ______________________________ PHONE: WORK __________

ADDRESS ______________________________ HOME __________

____

EDUCATIONAL DATA:

Less than High School ______ GED ______ High School ______ College ____

Vocational/Additional Training

Type ______________________________

____

When ______________________________

____

Where ______________________________

____

WHAT JOB(S) ARE YOU PRESENTLY TRAINED TO DO? ______________________________

____

WHAT OTHER SKILLS DO YOU HAVE THAT MIGHT HELP YOU FIND EMPLOYMENT?

____

____

WHAT SKILLS WOULD YOU LIKE TO DEVELOP WHICH YOU DON"T PRESENTLY HAVE?

____

DO YOU HAVE A JOB LINED UP? YES ____ NO ____. IF SO, WHERE? ______________

____

ARE YOU WILLING TO RELOCATE? YES ____ NO ____.

CHECK THOSE SUPPORTIVE SERVICES THAT YOU WANT OR NEED:

1. Company sponsored training sessions on:
   - __________ 1 day - Self Assessment.
   - __________ ½ day - Resume Writing.
   - __________ ½ day - Interviewing.
   - __________ ½ day - Effective Job Getting Skills in Today's Market.
2. Individual assistance with:
   - __________ Resume writing.
   - __________ Employment interviewing techniques (mock interviews).
   - __________ Job getting skills.
3. __________ Assistance in seeking federal funds for retraining.
4. __________ Subsidy of up to $750.00 for training or upgrading present job skills in ______________________________

   ____
5. __________ Use of company phones for local and long distance calls for job contacts.
6. __________ Typing and reproduction of resumes and letters of applications and free postage.
7. __________ Letters of recommendation.
8. __________ Family/Individual counseling.
9. __________ Financial/Debt counseling.
10. __________ Description of process to obtain unemployment insurance.
11. __________ Health care (including eye or dental for adults and/or children.
12. __________ Food stamps and other government assistance.
13. __________ Housing assistance.
14. __________ Lists of employment agencies and job contacts.
15. __________ Other ______________________________

    ____

    ____

    (Needs that are not included in above list).

CITY OF DES MOINES

MAYOR PETE CRIVARO
CITY HALL
EAST FIRST AND LOCUST
DES MOINES, IOWA 50307
(515) 283-4944
1949 ALL-AMERICA CITY 1976-77

October 26, 1982

Dr. Philip D. Langerman
Dean, College for Continuing Education
2700 University Avenue
Des Moines, Iowa 50311

Dear Dr. Langerman:

The City of Des Moines has a history of implementing innovative programs because of the willingness of community organizations, such as labor, business and local government working together.

I was pleased in being asked to serve as chairman of the Task Force on Unemployment and Job Retraining because I strongly believe that elected officials should have a major role in city-wide activities, especially in the area of employment. High unemployment in any community creates hardships. Des Moineas has faced this problem head-on and the results of the Mayor's Task Force has proven successful. Through such an organized community effort we have identified goals and objectives for the task force and will continue to work towards achieving those goals.

Because of high unemployment in Des Moines, our City Council has changed city hiring procedures. In the past, individuals were hired as temporary summer help on a first-come, first-hired basis. Now, priority for summer jobs is going to unemployed city residents and we will continue to review ways and means for improving those hiring practices to better serve the unemployed.

Cities also play an important part in economic development through issuance of Industrial Development Revenue Bonds, Tax Abatement, UDAG, and allocation of Community Development Block Grant funds to worthwhile causes which promote and encourage employment.

Sincerely,

Pete Crivaro
Pete Crivaro
Mayor

United Way
of Central Iowa

700 6th Avenue
Des Moines, Iowa 50309
Phone 515 282-5200

24 October 1982

Philip D. Langerman, Dean
College for Continuing Education
2700 University Avenue
Des Moines, Iowa 50311

Dear Dr. Langerman:

United Way of Central Iowa has continually tried to offer necessary services to meet the needs in our community. With two major plant closings and widespread unemployment, we recognized a new type of unemployed individual--displaced workers--who are faced with loss of income and a need for a variety of human services.

United Way actively participated in the Task Force through three departments of United Way. The Labor Department contributed one staff assigned to work as the full-time coordinator. Involvement with organized labor allowed this person to work closely with management representatives from the two plants that closed and the labor union representing those workers to develop the proposal service.

The information and referral service, First Call For Help, identified the kind of linking service necessary to aid this population through appropriate human service referrals. And third, United Way functioned as the fiscal agent for the Task Force project.

United Way has demonstrated the ability to apply for funding,and to mobilize quickly a broad range of services to displaced workers. This model, with United Way and its labor department involvement, could be replicated in other communities across the country.

Sincerely,

Robert A. Mabie
Executive Director

RAM/j

JOB SERVICE OF IOWA

Robert D. Ray, Governor

Colleen Shearer, Director

Iowa Department of Job Service
150 Des Moines Street
Des Moines, IA 50316
Phone: 515/281-8564

October 11, 1982

Dr. Phillip D. Langerman, Dean
College for Continuing Education
Drake University
2700 University Avenue
Des Moines, IA 50311

Dear Dr. Langerman:

Job Service of Iowa offers numerous services to aid workers who have been displaced because of economic conditions. Job Service is responsible for taking Job Insurance claims, paying Job Insurance benefits to eligible unemployed Iowans and assisting all workers in their search for a job.

Job Insurance claims can be filed at any local Job Service office. Benefits are based on wages earned and length of employment and are paid weekly to claimants who fulfill the requirements of the law. Job Insurance benefit recipients must be able and available for work and actively seeking work while receiving benefit payments.

Job Placement offices provide job search and related assistance to all workers who apply. During interviews by trained personnel, each applicant's qualifications are evaluated and compared with the requirements of the Job Bank, a computerized listing of current job openings.

After the selection of job opportunities which seem suitable, arrangements for application interviews are made by the Job Service interviewer, and the applicant is counseled in preparation for the meeting. The decision about the job, of course, rests with the applicant and the employer.

To further aid applicants in job hunting or in career selection, Job Service provides counseling and maintains a testing program for determining work capabilities and career potentials. Publications on career selection, with specific information on qualifications required for each category, and on every aspect of job hunting--preparing, applying and interviewing for a job--are also provided.

A special Job Search Assistance program is available in Des Moines and in 32 other Job Service offices across the state. The program consists of weekly group sessions, conducted by specially trained personnel, relative to the job market and the development of job-hunting skills. Each participant in the program receives an extensive and detailed job hunter's manual.

Additional services to displaced workers include receiving Trade Readjustment Assistance (TRA) claims and providing job search aid to food stamp recipients. Persons displaced because their former employers have been affected adversely by foreign trade can apply for TRA through Job Service. The TRA program, which is entirely funded by the federal

Job Placement
Job Insurance

government, grants TRA benefits for up to 52 weeks to eligible applicants. The program also provides allowances to look for a job in other localities or to move workers and their families to other locations where they have found jobs.

Food stamp recipients are referred to Job Service for job search assistance by the Iowa Department of Social Services, according to legal requirements.

I hope this information will prove helpful. We are pleased to be a part of this project and hope to be able to help many displaced workers find jobs.

Sincerely,

Barbara Oakley

Barbara Oakley
Des Moines Metro Manager

mm

greater DES MOINES CHAMBER of COMMERCE federation

FIVE YEARS

ACCREDITED
CHAMBER OF COMMERCE
CHAMBER OF COMMERCE OF THE UNITED STATES

October 27, 1982

Dr. Philip Langerman
Dean
College of Continuing Education
Drake University
Des Moines, IA 50311

Dear Phil:

There are a number of ways that a local Chamber of Commerce can be of assistance to the overall community in addressing the problems of unemployment relating to plant closings. A chamber can very easily become a link between the business community and various retraining programs and social service groups to complete the process of providing support for dislocated workers, retraining and employment.

Through a contract from the Private Industry Council, the Des Moines Chamber of Commerce has been involved in a local program known as the Mayor's Task Force on Plant Closings and Job Retraining. One part of the program addressed some of the personal problems people were experiencing due to job loss and developing and implementing retraining programs for those people. For our part, we utilized many contacts with companies in the community to encourage their participation in the program by offering jobs. In order to educate the business community about the efforts being made, we utilized the wide number of Chamber publications to discuss the program and to seek cooperation. The Chamber President and the Mayor of Des Moines co-signed a letter asking employers to participate. After these original orientation efforts, a wide variety of follow-up reports were given at various Chamber Board meetings, Economic Development Board meetings and the regular meetings of the Chamber's Personnel Manager's Committee.

Orientation meetings were also held with the Iowa Development Commission staff, the Iowa Retail Federation, the Iowa Manufacturers Association and others.

Under the grant, a full-time Chamber employee was hired along with support staff to make direct contacts with companies throughout the Des Moines area. The object was to lend the credibility of the Chamber in the business community to finding job openings which could be referred to the people involved in the retraining effort.

CHAMBER of COMMERCE BUILDING EIGHTH and HIGH STREETS DES MOINES, IOWA 50307 TELEPHONE 515/286-4950

The Chamber did not operate alone in the job development effort by any means. There were four or five individuals and organizations involved in this effort and through good communication and cooperation their efforts were highly successful. I believe the job placement percentages on the people who went through the retraining program speak pretty well for themselves.

It has been a pleasure to work with you and the others on the Mayor's Task Force in making this program a success.

Best regards,

Mark Threlkeld

Mark Threlkeld
Director
Bureau of Economic Development

MT/jyr

Iowa State University of Science and Technology

Cooperative Extension Service

Polk County

3612½ - Second Avenue
Des Moines, Iowa 50313
515 284 - 4158

October 15, 1982

Dr. Philip Langerman, Dean
College for Continuing Education
2700 University Ave.
Des Moines, Iowa 50311

Dear Phil,

I have shared your letter with other staff members concerning Extension Service materials which may be of use to you in preparing a handbook for displaced workers.

Susan Klein, Extension Home Economist, feels that our Iowa "Money Mechanics" series of bulletins are more applicable to Iowa residents than the Utah State publication. You are free to reproduce any Iowa State University publications as long as the credit lines are a part of the reproduction. Also, I have listed cost of publications if purchased from Iowa State University publication distribution center (294-5247).

Services available from the Polk County Extension Service would include single copies of the enclosed publications upon request; Money Management Counseling (outlined in the enclosed brochure "Money Talks"); and we do carry a small supply of home account books, "Your Family Finances" available at a cost of $1.00.

Please let me know if you have any further questions.

Sincerely,

Ober J. Anderson

Ober J. Anderson
County Extension Director

OJA:mr

Enclosures

Polk County Extension District, Iowa State University and U.S. Department of Agriculture cooperating

SBH 7/82
Iowa State University of Science and Technology
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FAMILY FINANCIAL MANAGEMENT PROGRAMS AND SERVICES

Polk County Extension office provides many educational programs for the residents of Polk County. Our subject matter areas include:

- Child Development for Parents
- Coping With Stress
- Family Communication
- Food and Nutrition Throughout the Life Cycle
- Energy Use and Management for Families
- Consumer Information
- Managing Financial Resources
- Weight Control

A few of our programs in financial management include:

$ Stretcher Computer Analysis Program -
Iowa State University computer programs designed for the temporarily unemployed family. Giving the computer financial information about how the family spent money prior to unemployment, the computer prepares and prints a budget for use during temporary unemployment and after re-employment. All information is confidential and purged from the computer when the program is completed. An intake form is enclosed. If you are interested in this information, please complete the form and mail to the local Extension office. People interested in personal interpretation of the computer printout can schedule a session with a local staff member.

Money Talks -
One-on-one budget counseling by trained, qualified volunteer counselors. The free and confidential sessions help families in crisis with money management sort out their alternatives and prepare a plan to be financially solvent. A family will average three or four one-hour sessions with a counselor. To set up an appointment, call 284-4158. Appointments are available day or evening.

Iowa State University Money Management Bulletins -
Several bulletins are available to the public by calling the local Extension office. Some of the topics are:

Pm-934a	Money Mechanics/record keeping
Pm-934c	Money Mechanics/spending plans
Pm-934h	Money Mechanics/credit
Pm-934k	Money Mechanics/saving and investing
Pm-630	Simple Home Repairs Series
Pm-966a	Having A Used Clothing Sale
EES-16	Financing Your Home Energy Improvements
Pm-1036	You Don't Have To Go Hungry
H&G-94	Family Food Budgeting

Susan B. Klein

Susan B. ~~Harris~~ Klein
Extension Home Economist

and justice for all
The Iowa Cooperative Extension Service's programs and policies are consistent with pertinent federal and state laws and regulations on non-discrimination regarding race, color, national origin, religion, sex, age, and handicap.

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IOWA STATE UNIVERSITY EXTENSION SERVICE

MONEY MANAGEMENT RESOURCE LIST

MONEY MANAGEMENT

Pm-624	Consumer Guide for Older People
Pm-993	Estate Planning (80¢) (no free copies)
Pm-700	Manage Your Money to Get What You Want
Pm-396	Money in Our Children's Hands
Pm-934	Money Mechanics a. Record Keeping b. Communication c. Spending Plans d. Income Taxes e. Home Insurance f. Life Insurance g. Health Insurance h. Credit i. Buying A House j. Owning A Car k. Saving & Investing l. Estate Planning
Pm-464	Speak Up, Consumer
HE 75w	Worksheets for Your Family Business Affairs (30¢-no free copies)
Pm-575	Your Family Business Affairs

CHILD DEVELOPMENT AND FAMILY RELATIONS

Pm-838	A Packet of Art Activities for Children (50¢-no free copies)
Pm-834	Babysitter and Minimum Wage
Pm-846	Books for Young Children: How to Choose
Pm-849	Children and Their Clothes-Ages 3-5
Pm-848	Children and Their Clothes-Ages 6-9
Pm-894	Children and Their Clothes - Buy by Size Not Age
Pm-850	Children and Their Clothes - Infants
Pm-893	Children and Their Clothes - Shopping for Shoes
Pm-895	Children and Their Clothes - Shopping Suggestions
Pm-796	Choosing Care for Your Children a. Family Day Care Homes b. Day Care-Child Care Center c. Preschool or Nursery School d. A Babysitter in Your Home e. Setting Up Play Groups f. Babysitting Cooperative
Pm-714	Discovering A Child's World of Toys
Pm-997	Family Recreation Activities
Pm-756	Finger Plays and Action Verses for Children (20¢-no free copies)
Pm-792	Folk Toys
Pm-793	Making Baby Food
Pm-725	Making Blocks
Pm-712	Making Puppets
Pm-724	Making Puzzles
Pm-967	Making Toys that Teach
Pm-755	Planning for Baby
Pm-656	Second Half of Your Life

CLOTHING

NCR-131	Buying A Warm Coat
Pm-896	Buying vs. Making Clothes
Pm-980	Cleaning Your Clothes
Pm-917	Clothes For Your Family 1-5
Pm-966a	Having A Used Clothing Sale
Pm-1019	Planning for Your Family's Clothing Needs
Pm-858	Quick 'N Easy Stain Removal
Pm-732	Shopping Savvy

(over)

SINGLE COPIES FREE UNLESS OTHERWISE STATED

Polk County Extension District, Iowa State University and U.S. Department of Agriculture cooperating

Clothing (continued)

Pm-857	Stitch and Save Series
	a. Torn Buttonholes
	b. Torn Off Buttons
	c. Knees in Pants
	d. A Torn Loose Pocket
	e. A Jacket Zipper
	f. A New Hem
	g. Knit Collar and Cuffs
	h. Elastic in Skirts or Pants
	i. Elastic in Underpants
	j. A Broken Fly Front Zipper
Pm-716	Who Can You Complain to?

CRAFTS

Pm-792	Folk Toys
NCR-177	Marketing Crafts - How to Keep Records
NCR-176	Marketing Crafts - How to Price and Protect Your Work
NCR-178	Marketing Crafts - How to Promote Your Product and Yourself
NCR-175	Marketing Crafts - How and Where to Sell
Pm-903	Nature Crafts for Summer

FOOD AND NUTRITION

Pm-1009	Eat Well For Less - Low Cost Food Ideas
Pm-942	Facts About...
	a. Ham
	b. Labels
	c. Protein Alternates
	d. Vegetables
	e. Beef
	f. Low-Calorie Foods
	g. Fruit
	h. Nutritious Snacks
H&G-235	How to Buy Economically: A Food Buyer's Guide
Pm-793	Making Baby Food
AS-529	Making Steaks and Roasts from Subprimal Beef Cuts
ENP-43	Vegetables-A Good Choice for the Thrifty Family
Pm-1036	You Don't Have to Go Hungry
Pm-966a	Your Appliance Dollar: Microwave Ovens

HOME FURNISHINGS

Pm-554	Buying Carpet
NCR-141	Energy Guide-A Tool for Appliance Shoppers
Pm-811	Energy-Wise Ideas for Windows and Glass Doors
	a. Insulating Panels
	b. Insulating Quilts
	c. Reflecting Materials
Pm-885	Furniture Restoration (60¢-no free copies)
Pm-680	Refinishing Furniture
Pm-966a	Your Appliance Dollar: Microwave Ovens

HOUSING

Pm-699	Are You Getting Your Money's Worth in Housing?
EES-16	Financing Your Home Energy Improvements
Pm-445	House Buyer's Checklist
Pm-748	Housing Costs
EES-16	How to Finance Your Home Energy Improvements
Pm-560	How to Save Fuel in Heating Your House
Pm-995	How to Understand Your Utility Bill
Pm-789	Saving Energy in Existing Houses
H&G-182	Selecting and Financing A Home
Pm-630	Simple Home Repairs series
	a. Repairing a Leaky Fauce
	b. Repairing Electric Plug
	c. Filling the Cracks Around Tub or Shower
	d. Fixing Floor Tile
	e. Repairing Screens
	f. Replacing a Broken Window
	g. Patching Holes in Wallboard or Plaster
	h. Fixing Problem Doors
	i. Repairing Drawers
	j. Repairing a Toilet
	k. Replacing a Fuse - Resetting a Circuit Breaker
	l. Fixing a Single-Lever Faucet
	m. Replacing Damaged Screens
Pm-707	Save Energy and Money with More Home Insulation

MONEY TALKS - Free, confidential Money Management Counseling
COMPUTER PROGRAMS - 1. Cost of Food At Home 2. Cost of Owning A Car
3. Home Energy Audit 4. Dollar Stretcher

Richard S Deems, Ph D
Career Development • Career Transitions
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Home

October 16, 1982

LIFE/CAREER PLANNING and JOB GETTING SKILLS*

The Life/Career Planning and Job Getting Skills sessions were an integral part of the "Basics in Supervision" course, involving ten days in-class time plus followup sessions after the course was completed.

The several components are described in the following sections:

Ideal Job Descriptions. Participants prepared at least one (and as many as three) Ideal Job Descriptions, which focused on skills to be used, tasks to be performed, responsibilities assumed, level, salary, working conditions, and purposes of work.

In order to prepare the Ideal Job Descriptions, participants first identified skills, focusing on their functional, transferable skills. Materials used in this process included Bolles The Quick Job Hunting Map, and other handouts developed by Deems.

Also included in the process was an assessment of temperament strengths, using Deems and Olive's Increasing Personal Effectiveness. Identification of preferred living and working conditions was also part of the course activity, before preparing the IJD.

Life Goals and Objectives. Thinking about, and setting or defining life goals and objectives was an integral part of the process of preparing IJDs. Its importance, however, to the participants seems to merit separate mention.

Using the processes developed by John C Crystal, participants were encouraged to think about their life goals, and to share these thoughts with spouses/significant others. Objectives were set, and strategies developed to help persons attain realistic life objectives relating to specific life goals. This focus on life goals became very important to participants, and at this point most began to expand their personal vision of their abilities and options. It seemed that at this point, significant personal growth occured.

Field Surveying. Field Surveying is a term developed by Crystal for a system of gathering information needed to make informed decisions. Participants were given time to practice the art of field surveying, and most did so successfully.

Since field surveying can be a tool for finding job openings, as well as testing ideal jobs (or jobs being considered), a good deal of emphasis was placed on developing the ability to meet people, and engage them in discussion for whatever information was needed.

Job Getting Skills. Job Getting Skills relates to a specific system of turning job hunting into job getting. Based on the Crystal concepts of life/work planning, the system helps participants become pro-active in looking for new work, making use not only of traditional sources of information (ie want-ads and Job Service), but also making use of contacts and personal networks.

Components within the system include: Interviewing - participants studied typical kinds of questions asked in interviews, and prepared possible responses. Some practice interviews were held (the best would be to video-tape practice interviews, for review by participants).

Piece of Paper (Resume) - participants learned the various and best uses of Paper, and each developed his/her own resume. Several participants developed two or three Papers, depending on intended use. Since most participants were seeking work other than what they held previously, most Papers focused on skills, rather than merely a listing of past jobs.

What To Do When You Hear of a Job You Want - this section of Job Getting Skills presented a very specific strategy to follow, which includes researching the position, researching the organization, and preparing one's Application Package.

Instructional Style. Life/Career Planning and Job Getting Skills training is by nature very participatory. Content is presented in mini-lectures, and participants then have activities to complete relating to the content. The participation encourages persons to begin making use of their single best resource, that of other people.

Resources. Life/Career Planning is adapted from the Crystal concepts of life/work planning which is presented in Where Do I Go From Here With My Life? by Crystal and Bolles, What Color Is Your Parachute? by Bolles, and The Quick Job Hunting Map by Bolles.

Other print resources used were: Who's Hiring Who? by R Lathrop, Dress for Success, by Molloy; excerpts from The Third Wave, by Toffler, and handout materials developed by Deems.

A new career planning guide by Deems and Crystal is in final preparation and should be published in 1983.

Biographical

Richard S (Dick) Deems is himself a mid-career changer, and was at one time unemployed for seven months. He knows what it's like, and he's personally used the processes and materials described above. Deems received his PhD at the age of 39, in the field of adult education, and has been involved in career development training since 1975. He has been a participant in training conducted by John C Crystal, Roger Hiemstra, David Tiedeman, Albert Ellis, Karl Bartsch, Marlys Hanson, Virginia Dennehey, and Tom Bennett.

Deems has conducted more than 100 career development training sessions nationally, and worked with more than 3,000 persons seeking help in career planning and/or job getting. A former pastor, community college administrator, and university faculty person, he now has his own career development consulting firm.

Related work with displaced production workers includes:

Spencer, Iowa - Pilot-test of program for ABE and CETA clients; 90% placement at end of six months.

Storm Lake, Iowa - Training of ACT Center staff, which involved group of 15 displaced workers; placement of over 60% after four months.

Des Moines, Iowa - Part of "Basics in Supervision" course, Drake University, Mayor's Task Force on Displaced Workers; Group A - 80% placement at end of three months; Group B - 40% placement at end of one month.

Related Outplacement Programs have been conducted as follows:

Des Moines Register Corporation - 30% placement after 3-weeks.

Grand Valley State College (Michigan) - 100% placement after 4-months.

International Harvester - single employee, placed 2-weeks after program.

Land O' Lakes, Spencer Foods - 90% placement at end of 4-months.

Peru State College (Nebraska) - single employee, no placement at end of 4 months.

Related Publications by Richard S Deems, co-authored as noted:

Career Planning Manual, with John C Crystal, book in preparation (final form).

"Redesigning Jobs," with John C Crystal, accepted for publication in Training and Development.

"How to Handle Teacher Layoffs," with Anton J Netusil, The American School Board Journal, September, 1982.

Job Getting Skills for Undereducated Adults, kit, Iowa Department of Public Instruction, Adult Education, 1982.

"Career Counseling for Adults," with John Hartwig, in Materials and Methods of Adult Education, Klevins Publishing Company, 1982.

"Determining the Local Job Market," with Dorothy Hinman, Journal of Adult Education, December, 1980.

"Mid-Career Planning Workshops," in Programming for Adults Facing Mid-Life Change, Alan Knox, editor, Jossey-Bass, 1979.

Requested by ERIC, Adult and Career Education, to prepare monograph on "Career Development Programs in Adult Basic Education," to be published in 1983.

Self
Employment
Learning
Factory

The Self Employment Learning Factory (SELF) offers a new concept in finding a job. Its based on self-directed placement which means that the participants receive job training, support and assistance from our staff, but ultimately find their own jobs. We are not offering direct employment placement but instead, we are teaching skills which are necessary to get and retain a job. The participants not only use the skills in their immediate job search, but they can use them again, and again in the future. The result is an increase in self-esteem and a feeling of taking charge.

The program is structured in two components, a Job Seeking Skills Workshop and a Job Finders' Club. The first phase is a twenty-hour Job Seeking Skills Workshop which meets for four hours a day for five consecutive days, or for four hours a day one day a week for five weeks. As many as twenty participants attend a workshop which emphasizes peer group support activities as a logical and cost effective manner of securing a job for a person. The types of activities in the first phase include:

- Assessing each participant's present skills, abilities, interests, needs and values.

    This process includes the Goal Assessment Survey (GAS) which identifies occupational interests, the Life Orientation Survey which isolates personality traits, and the Values Auction which indicates where the person's value system is in relation to the present job market.

- Identifying short and long range goals.

    Through "Steps to Reaching a Goal" plus "Goal Forces", these exercises allow the individual an opportunity to set goals for a period as limited as one day to setting lifetime goals with intermediate objectives along the way.

- Mock Interviewing.

    This is accomplished with the help of videotaping and professional trainers. The purpose of this exercise is two-fold: 1) To stress the importance of being prepared for a "real life" situation, and 2) To practice holding extended conversation outlining the personal qualifications.

515-243-4735
825 INSURANCE EXCHANGE BUILDING
505 FIFTH AVE.
DES MOINES, IOWA 50309

- Learning how to make effective phone calls for job openings, using a developed "phone hook".

  The "phone hook" is the development of a person's qualifications which can be verbalized via telephone in less than one minute.

- Effectively Presenting Oneself On a Paper.

  Through the use and development of personal resumes, filling out sample job applications and responsing to interviews via thank you letters, the displaced workers are able to witness their own potential.

- Building Confidence.

  Building confidence in the participant's ability to find a job through learning new skills, practicing those skills by using group dynamics and peer support.

The second phase of the program is a Job Finders' Club. At this time, by using the telephone, each job seeker contacts employer's directly from our office each job seeker begins to search for a job in earnest. Group support and encouragement is again a big factor in the process. All of the material learned in the first week is put to good use as each participant begins to gather job leads, make many phone calls, fills out applications and goes on job interviews. The week also provides guest speakers and a chance for participants to spend time with their counselor on an individual basis. The following is a more detailed curriculum of the club:

- Each day the displaced worker is given approximately forty-five (45) minutes to put together his/her job search plan for the day. This includes establishing a Job Finders' Club goal of telephoning 25 employers and obtaining at least two interviews, identifying the logical places to call and practicing the phone hook, checking the want ads, phone book and other professional resource material available.

- The displaced worker then uses his/her phone hook to contact potential employers.

- There is time, approximately twenty minutes, devoted to a Job Finders' Club meeting. During this alloted time, the displaced worker has the opportunity to discuss his/her phone technique, new job leads, record new interview, record the number of phone calls up to that time of the day, and to discuss any bad experiences related to their phoning. This time is also used for group interaction that is designed to create motivation for the displaced worker.

- At the end of the working day, each worker records the total number of calls made and interview obtained. Roadblocks and possible remedies to these roadblocks are discussed, and then the Club is dismissed until the next days session.

The Self Employment Learning Factory (SELF) is a division of THE HATCH & ASSOCIATES COMPANY, a small business concern.

CHAPTER X

WORKER BENEFITS AND RIGHTS

What benefits and assistance are available to displaced workers? The list below does not include all possible benefits or rights, nor does it imply that every displaced worker is eligible or can qualify for each benefit listed. Each displaced worker should seek out information about each option on a personal basis. It is hoped that the list will stimulate thought regarding possible benefits and rights for displaced workers.

Right after layoff — when the paycheck stops — and until a new job is found, can be a period of strain on the family finances. To help ease the transition from working one job to starting the next, there are a number of programs available to help maintain family income.

For example:

1. Severance Pay

   First, if your company has a program to provide severance pay, and you qualify, this benefit can be paid to you by the company at the time you are terminated, or at a specific time designated, say 12 months after the closure. The amount of severance pay you are entitled to depends on your salary and your seniority, and can range from a few hundred to thousands of dollars. If you are a member of a union, there will be specific guidelines in your union/company contract. Ask your supervisor or union officer for detailed information about your company's severance pay policy.

* LIFE AFTER LAYOFF: A HANDBOOK FOR WORKERS IN A PLANT SHUTDOWN, by Hansen and Bentley, Utah Center for Productivity and QUALITY OF WORKING LIFE, by Utah State University, Logan, Utah was the basis for this Chapter.

2. Unemployment Insurance (UI)

Job Service may send representatives to take claims from laid-off workers on company premises. If not, you should go to your nearest Job Service office immediately, and file a claim for unemployment insurance. If you have been paid wages of at least $400.00 in one quarter and $200.00 in another quarter of your base period. In addition, the total wages in your base period must equal or exceed one and one-quarter times the wages paid to you in your highest quarter. Your base period is the first four of the five completed calendar quarters BEFORE the date you file a claim.

The amount of your weekly benefit depends upon your earnings during the high quarter of your base period and upon the number of dependents you have. You can receive weekly benefits for up to 26 weeks while you look for another job. Under certain conditions, you may be eligible for an additional 13 weeks of extended benefits. A sample copy of an Unemployment Insurance claim form is included in the Appendix.

When you file for unemployment insurance, you will need (1) your Social Security card, and (2) the ages of your children, if you have any. If you are not a U.S. citizen, you will also need an Alien Registration Card. To file a claim for unemployment insurance benefits, you are required to register for employment with Job Service. To receive benefits, you must at all times be available for work and actively seeking work.

3. Supplemental Unemployment Benefits (SUB)

Under some union contracts, Supplemental Benefits are available to laid-off workers. Supplemental Unemployment Benefits can supplement your income up to generally 70 percent of your normal weekly gross pay. Talk to a union officer to see if your contract provides for supplemental benefits.

4. Trade Readjustment Act (TRA) Benefits

If your job is lost at least partly due to competition from foreign imports, then displaced workers are eligible for assistance under a 1974 Federal law called the Trade Readjustment Act. Public Law 97-35 was enacted on August 12, 1981 entitled "Omnibus Budget Reconciliation Act of 1981" which updates the program.

There are four types of assistance:

(1) TRA Weekly Payments: To help you maintain your income, TRA will provide Trade Readjustment Allowances (TRA)

to eligible workers. These TRA allowances are weekly payments which when added to State Unemployment Insurance, equal 70 percent of your average weekly wage before layoff. You may receive this basic TRA for up to 52 weeks. The maximum TRA any worker may receive can be no greater than the national average weekly wage in manufacturing. If you are 60 years of age or older at the time of separation, you may receive up to 26 weeks (or six months) of additional payments. If you are enrolled in or approved for training, you may also receive up to 26 additional weeks of TRA in order to complete training.

(2) Training: To give you the opportunity to enter a Training Program to learn new or additional skills, TRA may pay the costs of your training at a vocational school, community college, university or other approved training program, if funds are available. While taking an approved training course, you will receive the basic TRA weekly allowance, and can even extend this for six months, if necessary, in order to complete training.

(3) Job Search: To assist you in your search for a new job, TRA has set up a fund to reimburse eligible workers for their costs, such as travel expenses in locating a new job. You may receive up to 80 percent of your necessary expenses, up to $500.00 maximum.

(4) Relocation: To help if the new job you locate is not in the local area or within commuting distance, TRA may pay you a relocation allowance to help cover the expenses of moving your family to a new area. The allowance will cover 80 percent of your reasonable moving expenses plus a lump sum of money (up to $500.00 maximum) equal to three times your usual weekly wage.

How can my company qualify its workforce for TRA benefits? To qualify for any or all of these benefits, your company or plant must first be certified under TRA. This means that the government has found that your company or plant was actually hurt by foreign import competition.

To find out if you are eligible for TRA benefits, an application must be made to the federal government. Any one of the following can apply for TRA assistance: the company, the union or a group of three or more workers.

If you are a member of a union, talk to a union officer to see if either they or the company has yet applied. If you think that jobs were lost due to import competition, encourage the union to apply for TRA. If they do not apply, or if there is not a union involved, you and two other workers should apply.

How can I apply for TRA assistance? To apply, go with two other workers to the local Job Service office and ask for the necessary forms. (The forms in Iowa are the Iowa Department of Job Service, Request for Determination of Entitlement to TRA, Form #MA8-55 (3-78) and the Iowa Department of Job Service, Request for Employment Information, Form #MA8-55 (3-78). Someone in the office will assist you in filling out the necessary information. The application can also be obtained by contacting the U.S. Department of Labor, Bureau of International Labor Affairs, Office of Trade Adjustment Assistance, in Washington, D.C. 20301, phone: (202) 523-7665. (Sample copies of the forms for TRA benefits are included in the Appendix.)

As soon as your company is certified under TRA, you must register individually for benefits as described above. You also do this at the Job Service office. To qualify for TRA and other benefits, you must have worked for the company at least 26 weeks of the last year and made at least $30.00 per week. Also to qualify, you must be laid off. You cannot leave early to look for another job and then be eligible for benefits if you do not find one.

How long does TRA certification take? There is often a delay of up to six or eight months before your company is certified eligible for TRA, and you can apply for and start receiving assistance. Do not give up, but instead Keep reminding the Job Service office that you have applied. Sometimes they can help to speed up the process.

When and if your company is certified for TRA benefits, impact dates will be set by the government. What this means is simply that any worker who lost his job between those two dates is eligible for assistance from TRA.

Although there is a time delay before you are certified, the TRA weekly payments are usually retroactive, meaning that you could receive several large checks as payment for the weeks you were waiting to be certified.

What can the company do to help financially? Remember, while you were working for the company, you were probably paying into insurance policies, pensions and other benefit plans. When you are terminated due to a plant closing, you should not just lose all that you have been building up -- and the law now states that the worker has certain rights. In addition to severance pay and supplemental unemployment benefits, many companies are now working with the employees to help them to adjust to a closing. Some ways that the company can help you financially are:

(1) Vacation Pay: Pay for vacation time that is owed to you will sometimes still be paid by the company. It is often included in the severance pay package. Ask your supervisor or union official for information and clarification. Vacation pay may be paid for a whole year even if the plant closes mid-year, as Massey Ferguson, Inc., did in Des Moines.

(2) Retirement or Early Retirement: In some cases, you may still be entitled to receive pension money, or be qualified to retire early with a full or partial pension from the company.

(3) Health/Hospital Insurance: Just at a time in your life when you are under a great deal of strain and pressure, your health insurance is or may soon be cut off! This can be a major problem if you cannot afford to keep up the individual payments until you obtain a new job which has a health plan. (Company plans are less expensive.) However, some companies have agreed to extend the health and hospitalization insurance coverage for up to one year or longer after the closing. The continuation by the company of health insurance for a period after the closing is very important to make your family's health care secure, while easing the drain on your

reduced income. Ask your supervisor or union officer for details on your company's health insurance policy and the post closing arrangements for its continuation.

(4) Life Insurance: Similar to health insurance, if your company plan includes life insurance coverage, in some cases it can be extended by the company for a period of time after the closing. Talk to a union official or your supervisor for more information.

It is very important for you to know that if you get another job or leave your job at the plant for any reason before it actually shuts down, you could lose any or all of the company benefits just described — including severance pay and supplemental unemployment benefits. Talk directly to a company or union official and find out just exactly what your rights are.

What can the community do to help? In some cases, when a community faces a plant closing, the Mayor, County Board of Supervisors, Union Officials, business people and other community leaders will organize themselves into a Mayor's Task Force on Plant Closing and Job Retraining to help cope with the crisis and the problems that arise. This kind of organized effort can benefit both the workers and the community. Even if your community is not organized to meet the shutdown crises, persons in your community can help in various ways.

For example:

1. Mortgages

When a family has or anticipates having difficulty in meeting mortgage payments, a cooperative and understanding banker in the community could offer a moratorium on the payments until the worker can find reemployment. If you have this problem, go to your banker, explain your situation — point out your excellent record in the past -- and he/she may allow you extra time to meet your obligations. Be sure and take your proposed budget with you to show what you can pay.

2. Loans

Again, as in mortgage payments, your banker or credit union officer may be understanding of your situation. He or she may be willing to extend the repayment periods on loans you have outstanding, for example, loans for cars or household appliances. Also, if extra money is needed until you obtain reemployment, the loan officer may be able to arrange a loan for you.

3. Credit

With community awareness and cooperation in a closing, some stores and agencies may be willing to extend credit to workers temporarily out of work. Do not be afraid to ask for additional time to pay for items that you really need now.

4. Job Search

Community leaders, in cooperation with the employer and the Job Service, can spearhead the organization of systematic job search activities for the workers, including workshops on vocational assessment, job search training and the operation of job clubs. Chapter IX has additional information about these activities. Suggest the possibility of starting some of these programs to community leaders, company officials, the union and educational institutions.

5. Retraining

By working together, education officials, the CETA Prime Sponsor and Job Service personnel in your community can organize educational and training programs for those displaced workers desirous of obtaining new job skills. Chapter XI has more information on retraining.

6. Job Creation

A community committee or economic development council can begin efforts to locate new firms to take over the closed plant. The possibility of the workers buying the plant is one approach. Encourage these efforts through personal contacts with political and business leaders.

7. Public Assistance

In your community or county seat there is a Welfare Office for Public Assistance. It is a government program, paid for by taxes, that can assist you in times of real need when there is no other place to go. Through this office you can receive weekly payments to help maintain family income. You may purchase Food Stamps at the Assistance Office. In the Food Stamp plan, you pay a certain amount and then receive stamps that are worth greater value for food items at a grocery store.

8. Counseling Services

There are many sources of counseling available in every community. Displaced workers may need help dealing with anger, frustration, failure, stress, alcohol use, drug problems, marital problems and financial problems.

Your United Way Agency should be able to provide you with information about counseling services. Some to consider are:

First Call For Help — United Way Agency

Catholic Social Services

Community Telephone Counseling, Inc.

Child Guidance Center

Pastoral Counseling Center

Family Counseling Center

Iowa Children and Family Services

Lutheran Social Services

Legal Aid Society

County Mental Health Center

What can the union do to help? If union members are effected by the closing, the union officers and the membership as a whole can organize to help deal with the crisis.

9. Information

The union can help to obtain accurate information from company officials concerning when the plant will close, who will actually be effected by the closure, what transfers will be available and what benefits the workers will be entitled to receive from the company.

Union officers can make sure that workers are informed about events as they happen. Knowledge of the situation helps greatly to reduce the tension you may feel.

10. Facilitate Assistance

When and if needed, the union can apply pressure to the company to ensure that all possible benefits; such as severance pay, vacation pay, continuing insurance, and pensions are actually received by the employees. The union may also apply for assistance for workers under the TRA Act of 1974 as reenacted Public Law 97-35 "Omnibus Budget Reconciliation Act of 1981".

11. Transition Center

In Des Moines, the Unions housed the Transition Centers. It was very important to have a common meeting place, and the Transition Centers were staffed by local union leaders from the closed plants. Associating and meeting with other union members can give laid-off employees an atmosphere of mutual understanding. This is important and can help you greatly in facing the difficulties presented by unemployment. The union can keep the Union Hall open for extended hours, make coffee available and promote rap sessions.

12. Job Search Activities

The union can encourage the company to set up a formal Job Search program with vocational assessment and job finding workshops. A Job Club could be organized with union participation and support.

CLAIM FOR JOB INSURANCE

PLEASE COMPLETE (PRINT) ALL ITEMS IN THE UNSHADED AREAS. PLACE LETTERS AND NUMERALS AS MARKED FOR LEGIBILITY AND CORRECT DATA PROCESSING.

A CLAIM IS EASILY COMPLETED USE A BALL POINT PEN OR A SHARP PENCIL

PRINT FIRMLY, For the claim is a 3 part form. Your Name and Address should be printed in CAPITAL LETTERS

HAVE YOU FILED A CLAIM FOR JOB INSURANCE IN THE LAST 12 MONTHS? ☐ YES ☐ NO

CLAIMSTAKER - - IF ADDITIONAL CLAIM LIST ORIGINAL CLAIM DATE HERE:

*** (NOTICE MAILED ADJ.)

1 SOCIAL SECURITY NUMBER

2 FIRST NAME

3 Int

4 LAST NAME

5 YEAR OF YOUR BIRTH

6 Date Claim Filed MONTH DAY YEAR

7 ADDRESS LINE # 1 (Number and Street)

JOB SERVICE

CLAIMS DEPARTMENT
1000 EAST GRAND AVENUE
Des Moines, Iowa 50319

IESC 201 (11-81)

8 MALE FEMALE 1☐ 2☐

9 U.S. CITIZEN Yes 1☐ No 2☐

10 ADDRESS LINE # 2 (City and/or State)

11 UNION NAME & LOCAL NO.

12 ADDRESS LINE # 3 (State) USE LINE 3 IF MORE SPACE IS NECESSARY FOR THE STATE

13 ZIP CODE

EMPLOYMENT 14 GIVE NAME AND PAYROLL ADDRESS OF LAST EMPLOYER

STREET ADDRESS OR BOX NUMBER

(CITY) (STATE) (ZIP CODE)

15 SEPARATION REASON

1. LAID OFF FOR LACK OF WORK ☐
2. QUIT ☐
3. DISCHARGED ☐
4. LABOR DISPUTE ☐

15A. IF LAID OFF FOR LACK OF WORK, WAS THE LAY OFF DUE TO THE BUSINESS CLOSING? ☐ YES ☐ NO

16 Last Period Of Employment For This Employer Began Month Day Year

16a Last Day Paid For Work Vacation Wages in lieu of Notice Severance Etc

17 JOB TITLE (Usual Occupation)

18 DURING THE PAST TWO YEARS I	NO	YES
Served in The Armed Forces	1 ☐	2 ☐
Worked for the US Government	1 ☐	2 ☐
Worked Outside Of Iowa	1 ☐	2 ☐

QUESTIONS 19 AND 20 -- DEPENDENTS AND THE INCREASED BENEFITS. CLAIM ONLY THOSE DEPENDENTS THAT ARE ALLOWED TO YOU UNDER THE FEDERAL INCOME TAX GUIDELINES.

19. If your spouse earns LESS THAN $120.00 weekly and you are claiming him/her as a dependent:
Enter the spouse's name: ________________

20. (a) How many other dependents are you claiming? (DO NOT include spouse in 20(a) and 20(b).
(b) List the first name of OTHER dependents claimed AND relationship.

	(NAME)	RELATIONSHIP	(PROVIDE OVER 50% SUPPORT)	
1.			☐ YES	☐ NO
2.			☐ YES	☐ NO
3.			☐ YES	☐ NO
4.			☐ YES	☐ NO

I CERTIFY THAT I AM ABLE TO WORK, AVAILABLE FOR WORK AND I HEREBY REGISTER FOR WORK. I know that the law prescribes penalties for false statements made in connection with this claim. I CERTIFY that the above statements are true and correct to the best of my knowledge and belief.

X

37 CLAIMANT'S SIGNATURE

38 (CLAIMANT'S TELEPHONE NUMBER)

21 OFFICE USE ONLY

LOCAL OFFICE

STATE 1 9

FIPS COUNTY

22 EFFECTIVE DATE MONTH DAY YEAR

23 CLAIM 1 UI 2 FE 3 X 4 FE-X — 1

24 RACE (1) W-NH (2) B-NH (3) HISP (4) AI & AN (5) Asian & Pac. Is (6) INA — 1

25 WAGES 0 NO WAGES 1 WAGES 1 Week 2 WAGES (two weeks or more) — 0

26 GROUP CODE 1 - A 3 - B 2 - C — 2

27 PARTIAL CLAIM 1 NO 2 YES — 1

28 DEPENDENTS TOTAL OF DEPENDENTS CLAIMED — 0

29 DEPENDENT TYPE 0 None 1 Children & Spouse 2 Children 3 Spouse 4 Other — 0

30 SS/PP 0 Not SS Age 1-12 SS Age 13 Rec. PP/SS 14 Ex. her Fixed — 00

31 Energy Related 1 Not 2 Indirect 3 Direct — 1

32 CWC 0-NO 1-YES — 0

33 EMPLOYER ACCCOUNT #

LOCATION

34 Business Permanently Closed 1 NO 2 YES — 1

35 RESERVE

36 CLAIM TAKEN BY Local Office STA DESA

COMMENTS

PRINT YOUR LEGAL NAME (No Nick Names)

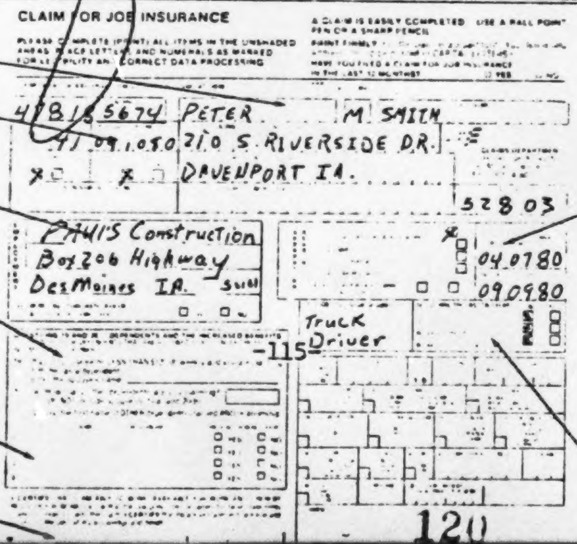
BIRTH YEAR ONLY EXAMPLE. 45 for 1945

Give the Business or Corporation Name and the Address where the Payroll Records are kept

Claimants MUST Complete 19 if you are claiming your spouse as a dependent

DO NOT list more than 4 dependents - Give the relationship and answer the support question for EACH listed

You must SIGN (Write) your FIRST Name, MIDDLE Initial and LAST Name



CLAIM FOR JOB INSURANCE

478155674 PETER M SMITH

47 09.10.80 210 S. RIVERSIDE DR.

DAVENPORT IA.

52803

PAUL'S Construction
Box 206 Highway
DesMoines IA.

04 07 80

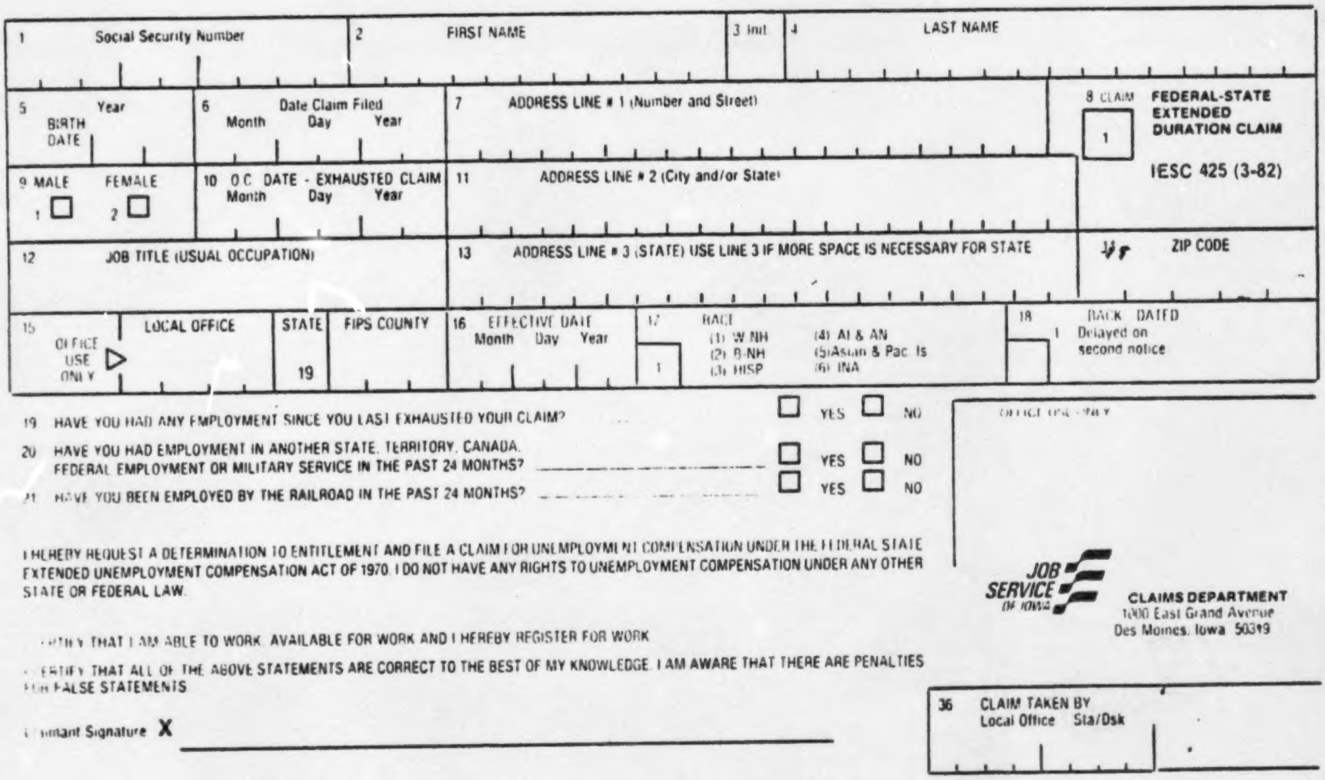
09 09 80

Truck Driver

ADDITIONAL FILING INSTRUCTIONS

ENTER your last period of employment. The period will show last hired date, through last DATE PAID

Each state has an unemployment program. The eligibility and payment schedules vary. If you worked out of state in the past two years, it may be to your advantage to file on INTERSTATE CLAIM or a COMBINED WAGE CLAIM.



1 Social Security Number	2 FIRST NAME	3 Init	4 LAST NAME

5 BIRTH DATE Year	6 Date Claim Filed Month Day Year	7 ADDRESS LINE # 1 (Number and Street)	8 CLAIM 1 **FEDERAL-STATE EXTENDED DURATION CLAIM** **IESC 425 (3-82)**
9 MALE 1 ☐ FEMALE 2 ☐	10 O.C. DATE - EXHAUSTED CLAIM Month Day Year	11 ADDRESS LINE # 2 (City and/or State)	
12 JOB TITLE (USUAL OCCUPATION)		13 ADDRESS LINE # 3 (STATE) USE LINE 3 IF MORE SPACE IS NECESSARY FOR STATE	14 ZIP CODE

15 OFFICE USE ONLY ▷	LOCAL OFFICE	STATE 19	FIPS COUNTY	16 EFFECTIVE DATE Month Day Year	17 1 RACE (1) W-NH (2) B-NH (3) HISP (4) AI & AN (5) Asian & Pac. Is (6) INA	18 BACK DATED 1 Delayed on second notice

19 HAVE YOU HAD ANY EMPLOYMENT SINCE YOU LAST EXHAUSTED YOUR CLAIM? ☐ YES ☐ NO

20 HAVE YOU HAD EMPLOYMENT IN ANOTHER STATE, TERRITORY, CANADA, FEDERAL EMPLOYMENT OR MILITARY SERVICE IN THE PAST 24 MONTHS? ☐ YES ☐ NO

21 HAVE YOU BEEN EMPLOYED BY THE RAILROAD IN THE PAST 24 MONTHS? ☐ YES ☐ NO

OFFICE USE ONLY

I HEREBY REQUEST A DETERMINATION TO ENTITLEMENT AND FILE A CLAIM FOR UNEMPLOYMENT COMPENSATION UNDER THE FEDERAL STATE EXTENDED UNEMPLOYMENT COMPENSATION ACT OF 1970. I DO NOT HAVE ANY RIGHTS TO UNEMPLOYMENT COMPENSATION UNDER ANY OTHER STATE OR FEDERAL LAW.

JOB SERVICE OF IOWA

CLAIMS DEPARTMENT
1000 East Grand Avenue
Des Moines, Iowa 50319

RTIFY THAT I AM ABLE TO WORK, AVAILABLE FOR WORK AND I HEREBY REGISTER FOR WORK

ERTIFY THAT ALL OF THE ABOVE STATEMENTS ARE CORRECT TO THE BEST OF MY KNOWLEDGE. I AM AWARE THAT THERE ARE PENALTIES FOR FALSE STATEMENTS

imant Signature X ______________________________

36 CLAIM TAKEN BY
Local Office Sta/Dsk

IOWA DEPARTMENT OF JOB SERVICE
REQUEST FOR DETERMINATION OF ENTITLEMENT TO TAA/TRA

TRADE ACT OF 1974, AMENDED 1981
ETA 855 (R-Aug. 1981)

FOR OFFICE USE

☐ Trade Adjustment Assistance	☐ TRA Entitlement
Petition Number	
Impact Date	Expiration Date

STATEMENT REQUIRED UNDER THE PRIVACY ACT OF 1974 FOR THE TRADE ACT OF 1974 PROGRAM, AMENDED

Information requested for use by the State Agency and the U.S. Department of Labor is authorized under Sec. 231 of the Trade Act of 1974, Amended 1981 and Section 806 of the Social Security Act (42 U.S.C. 1106). All information furnished (including Social Security Account Number) is voluntary and will be confidential except to the extent that release of all such information is authorized in the processing of this application and will not be released or used for any purpose other than for establishing entitlement to benefits and allowances under the Trade Act Program for statistical and research studies and to insure that benefits and allowances have been paid properly.

WORKER'S NAME (Last, First, Middle)	SOCIAL SECURITY NUMBER	LOCAL OFFICE
ADDRESS (No., Street, City or County, State, ZIP Code)	BYE Date and State	LAST Occupation
QUALIFYING PERIOD: (Dates to be entered by State Agency for 52 calendar week period ending with week of separation.)	Beginning Date	Ending Date

A. SEPARATION AND WAGE INFORMATION FOR ADVERSELY AFFECTED EMPLOYMENT: (To be completed by worker only for the qualifying period shown above.)

1. Name of Firm Subdivision ______________________	2. Address of Firm (No., Street, City, State, ZIP Code)	
3. Dates of Employment From: To:	4. Number weeks earned $30 or more	5. Date of Separation
6. State of Separation	7. Type of Separation (X one) ☐ Total ☐ Partial	8. Reason For Separation (X one) ☐ Lack of Work ☐ Other (Specify)

9. If Reason For Separation Was For Other Than Lack of Work, Explain

B. RECORD OF EMPLOYMENT DURING PERIOD: (Dates to be entered by State Agency. To be completed by worker for first 4 of last 5 completed calendar quarters. Start with your last employer and work back.)	Beginning Date	Ending Date

Calendar QTR. Ending Date	Name(s) of Employer(s)	Gross Wages Paid

C. OTHER QUALIFYING INFORMATION

(To be completed by worker by checking appropriate boxes. All "YES" answers must be explained.)

1. Did you work for any other employer after the employment shown in Section A? . . . . ☐ Yes ☐ No

Employer's Name	Address (No., Street, City, State & ZIP Code)
Date of Separation	Reason for Separation

2. Have you filed a request for a determination of entitlement to Trade Readjustment Allowance prior to this application? . . . . ☐ Yes ☐ No

State in which filed	Date filed

3. Do you have entitlement to unemployment insurance benefits in the benefit year of your most recent unemployment insurance claim? . . . . ☐ Yes ☐ No

Paying State

4. Have you received unemployment insurance benefits or training allowances since employment shown in Section A? . . . . ☐ Yes ☐ No

Paying State	Name of Program

5. Since the employment shown in Section A, have you refused to accept referral to, or have you failed to report to a referred training program, or have you been terminated from any training program? . . . . ☐ Yes ☐ No

State in which occurred	Name of program

6. Are you now receiving any training? . . . . ☐ Yes ☐ No

State in which training is being conducted	Name of program

D. WORKER CERTIFICATION

I give this information to support my request for a determination of entitlement to Trade Readjustment Allowances. The information contained in this request is correct and complete to the best of my knowledge. I understand that penalties are provided for wilful misrepresentation made to obtain allowances to which I am not entitled.

Signature of worker	Date of this request

E. STATE AGENCY CERTIFICATION

I have witnessed the worker's signature shown and have discussed with the worker the statements made. Based upon my knowledge of the facts, the statements appear to be correct.

Signature of state Agency Representative	Date

FOR OFFICE USE:

Paying State is . . . . based upon:

☐ State of separation

☐ State of UI Entitlement

CHAPTER XI

DEVELOPING A RETRAINING PROGRAM

The central focus on any effort to provide services to displaced workers is the retraining effort. Without this facet of retraining, any community effort to cope with plant closings will be near-sighted.

There are ten basic steps in the retraining model. They are:

Step 1. The Community Organizational Effort
Step 2. Establishing the Transition Center
Step 3. The Survey and Planning Phase
Step 4. The Funding Search
Step 5. Encouraging Participant Involvement
Step 6. The Assessment of Displaced Workers
Step 7. The Selection of Participants
Step 8. The Training Phase
Step 9. The Job Development Effort
Step 10. The Job Placement Effort

Let us take a detailed look at each of these steps:

Step 1. The Community Organizational Effort

First and foremost, it is essential that the top government officials and community leaders give any retraining project one of their highest priorities and monitor it to see that the project is progressing. In Des Moines, the Mayor, Pete Crivaro, was approached by several local labor leaders about the need for a displaced worker program. The Mayor quickly responded and announced a Mayor's Task Force on Plant Closing and Job Retraining.

The problem was approached by saying that times were tough but, as a community, Des Moines would do what was possible to ease the trauma for displaced workers. The philosophy, then, of the retraining effort of the Mayor's Task Force focused on two particular points:

(1) Job retraining would center on preparing people for job openings that presently exist in the area; or,

(2) The retraining effort would afford trainees (after training) a skill that would place them in a more employable position.

Utilizing this philosophy and employing its principles, every trainee should be either employed or "highly" employable after the retraining experience.

Step 2. Establishing the Transition Center

The Transition Center is a central cog in the retraining effort. It provides all services to the displaced workers in their transition from unemployed to employed.

If the displaced workers are from companies with union contracts, it is quite workable to house or place the Transition Center in an appropriate labor hall. It is important to place the transition center where it is accessible, where there is free parking and where displaced workers will feel comfortable and willing to go to seek services. It also is recommended that the Transition Centers be staffed with displaced workers from the plants that closed.

(1) Worker Inventory: This inventory would be conducted on all displaced workers or potential displaced workers. It includes such things as worker educational levels, skills available, job aspirations, past experiences, and other personal information which might assist in planning a retraining effort.

(2) Social Services Inventory: This inventory would include what services might be available to displaced workers and how to apply for them.

(3) Community Inventory: This inventory would assess the various services available for displaced workers and would relate how to apply for them.

(4) Educational Inventory: This inventory would list what educational services were available in the community and how to apply for them.

(In Chapter IX the Transition Center is more completely outlined in both role and function, as is the Education Subcommittee).

Step 3. The Survey and Planning Phase

The planning, survey and inventory phase is extremely important in any retraining project. This is the information gathering stage that provides the building blocks for later efforts. Two basic inventories are required:

(1) Job Needs Inventory

(2) Worker Assessment Inventory

Job Needs Inventory

First, the Job Service of Iowa was requested to determine what occupations had a net job demand in Central Iowa.

Once the occupations by the Department of Labor have been identified, the analysis of each as to the length of training and salary levels needs to be determined.

The list of net job demand occupations may be in areas where approval from the Department of Public Instruction would be difficult or impossible such as Nursing, Dental Hygiene, or Diesel Mechanics. Approval would not be available because of cost or because the time needed to set up a separate class is too long.

There needs to be a sufficient net job demand that will justify a class size project for 15 to 20 displaced workers. If workers are displaced from occupations that pay $10.00 to $12.00 per hour, you cannot retrain them in service occupations that pay minimum wages. The match of job retraining areas and displaced worker interest is a challenging endeavor. Generally speaking, a manpower need of 15 or more would indicate a possible class size activity. Other need areas under 15 can be evaluated based on job titles and possibly combined to form another class size program. If no class size opportunity exists, individuals can be slotted into existing vocational programs that match the job in both the public and private sectors.

Worker Assessment Inventory

Workers from plant closings or those permanently laid-off should complete the worker assessment inventory. This information allows the Education and Retraining Subcommittee to know the number of displaced workers interested in retraining, their educational background, prior jobs and work experience.

These surveys can be administered between the time of the announcement to close and actual closing so all workers can be surveyed. In Des Moines, at Massey Ferguson, Inc., and Wilson Foods, Inc., the unions called special meetings to explain the survey and its purpose to the workers. This helped improve the percentage of returned questionnaires. Other worker assessment inventories were administered through the Transition Centers.

The matching of workers to retraining programs is very important. You want to be sure you have a minimum of dropouts so you can serve the maximum number of displaced workers and maximize the efficiency.

Step 4. The Funding Search

The Funding Search should be predicated on the total budget that is needed for the project and then tailored or revised down to the amount of available money.

The Des Moines retraining project as originally developed called for $538,000.00. Funds could not be secured originally in that amount so contact was made to all available sources. The project was revised to fit the funds secured, which ended up being $392,000.00 for the first round of retraining. The funding search should include both public and private sources at local, state and national levels.

The Des Moines Retraining Project secured funds for the first round of retraining from several sources. They are as follows:

I.	MASSEY FERGUSON	$ 24,000.00
II.	GOVERNOR'S SPECIAL GRANT 4% CETA DEMONSTRATION PROJECT	75,000.00
III.	DEPARTMENT OF PUBLIC INSTRUCTION VOCATIONAL EDUCATION FUNDS	109,000.00
IV.	CENTRAL IOWA EMPLOYMENT AND TRAINING PLANNING CONSORTIUM:	
	(A) PIC TITLE VII	75,000.00
	(B) TITLE II C	75,000.00
V.	COMMUNITY DEVELOPMENT (BLOCK GRANT) CITY OF DES MOINES	44,000.00
		$ 392,000.00

This provided funding for an assessment component prior to enrollment and nine programs, one Pre-vocational, General Educational Development (G.E.D.), a High School Equivalency Certificate Program, and eight Vocational Retraining Programs. The eight retraining areas will be discussed later in this chapter.

A second round of retraining was developed predominately from CETA (Prime Sponsor Funds), Title II C and Title VII. The training costs were $46,500.00 plus allowances and support services. It provided funds for four retraining classes for fifty-one individuals.

The funding sources that should be pursued would be the following:

1. CETA

Up to Six and a half (6.5) percent (Section 677.16) of a Prime Sponsor's total Title II-B allocation may be used to provide upgrading or retraining eligibility criteria are set forth in Section 675.5-3(b) as follows:

> "(b) For retraining a person must:
>
> "(1) Have received a bona fide notice of impending layoff within the last six months; and
>
> "(2) Have been determined by the Prime Sponsor with the assistance of the local employment service as having little opportunity to be reemployed in the same or an equivalent occupation or skill level within the labor market area."

For projects operated under Title II-C provisions, Title II-B eligibility criteria requiring participants to be "economically disadvantaged, unemployed, underemployed, or in school" are waived.

Similarly, Six and a half (6.5) percent of a local Prime Sponsor's Title VII, allocation may be used for upgrading/retraining services. For Title VII, a Prime Sponsor may request prior Department of Labor approval to use up to 20 percent of its Title VII allocation for upgrading or retraining. Title VII funds are generally allocated by the local Private Industry Council (PIC) established by the Prime Sponsor.

Although CETA guidelines for Title VII retraining state that, "Programs are to be operated only if there is a prior commitment from an employer to hire the participant into the position for which the participant has been retrained (Sec. 221(b)(3)," the Department of Labor (D.O.L.) has since relaxed the provision of a commitment to hire. While a commitment is still necessary for on-the-job training. D.O.L. guidelines state that in the case of retraining conducted outside the employee's operation, "The prime sponsor should endeavor to obtain a prior hiring commitment. However, a firm commitment is not required."

Prime Sponsors must allocate all available funds at the beginning of the program year. If plant closures occur after the allocation process and before the year is complete, it may be very difficult to quickly implement training programs for the displaced workers using CETA funds. However, if the local CETA planning process anticipates plant closings it can allocate the maximum percentage under Title II-C and Title VII for retraining allowing funds for projects throughout the year.

2. Department of Public Instruction

Community colleges and other institutions providing vocational educational programs, including adult education, are funded through the State and Federal Vocational Funds. In many communities, these providers have sufficient existing capacity to serve displaced workers through slot-ins. The Iowa Department of Public Instruction has offered retraining funds through a Request for Proposal (R.F.P.) Process.

3. The Effected Company

We have found companies to be very concerned about their displaced workers, and management should be asked to try and support the retraining effort or Transition Centers.

In retraining, the company may be able to host a retraining class or provide facilities for retraining classes. In Des Moines, Massey Ferguson, Inc., held a four (4) month Computer Programmer class followed by a Computer Operator class in their own facilities.

4. Community Development

(Block Grant) City of Des Moines: (H.U.D.)

This source of funding was used in Des Moines for a job development position to assist those in retraining classes and for Job Seeking/Job Finding Club activities for the two-hundred seventy-five individuals who were assessed but not selected for retraining.

This was done to equip displaced workers with special skills to be more effective in job hunting and to provide a service when retraining funds ran out.

5. State CETA

Governor's Special four percent demonstration grants are another source of funding. In Iowa, the Office of Planning and Programming administers this source of funding. The projects are submitted in response to an R.F.P., and are competitively judged for funding. The Des Moines project did receive a special demonstration grant.

6. Trade Adjustment Assistance (T.A.A.) or Trade Readjustment Assistance (T.R.A.) now known as Omnibus Budget Reconciliation Act 1981 P.L. 97-35 Enacted August 13, 1981.

   When workers are eligible, Trade Adjustment Assistance Act funds can be used for individual referrals as well as for the development of courses for groups of workers. (See appendix for a copy of the Act.)

7. Job Training Partnership Act P.L. 97-300 which will replace CETA October 1, 1983.

   The bill establishes a permanent job training system that expands the role of state government and Private Industry Council.

   At least 40 percent of local training funds should be spent on youths ages 16 to 21, the bill says. But that could be adjusted according to the local proportion of youths and adults. Among them are remedial education, including basic skills; job search assistance and counseling; classroom training; "programs to develop work habits"; help in moving from education to work; employment generation; work experience; on-site or customized industrial training; and on-the-job training.

8. Public Works and Economic Development Act - Section 304

This is a source that should be considered and would be applicable in some retraining projects.

9. Small Business Administration

Contact should be made to determine possible funding of retraining projects.

10. Economic Development Administration

Some projects of economic development can provide funds for job and retraining. Check out every source since each has potential and in certain locations may be available and be the right fit.

11. Veterans Administration Benefits

Veterans of military service may qualify for the Veteran's Educational Assistance Benefits ("GI Bill"). Through this program veterans can receive up to 45 months of financial assistance to go to school. For each month of active duty a veteran is entitled to one and one-half months of assistance. Eligible veterans must have: 1) been honorably discharged; 2) served a minimum of two years active duty; and, 3) entered the service no more than ten years prior to filing for benefits. Contact the local Veteran's Administration representative for further details.

12. Pell Grants, Work Study and Guaranteed Student Loans

These are sources of financial aid for students who slot-in to existing vocational programs and are based on financial need. Individuals should check these out from the college or university of their choice.

13. Governor's Task Force on Plant Closures & Retraining

Contact:

Robert T. Blank, Director
Special Grants, Office of Planning & Programming
532 East 12th, Des Moines, Iowa 50309
Phone: (515) 281-3711

The Governor's Task Force may have funds or be in a good position to recommend funding sources.

The Des Moines Project put together public and private funds but the situation varies from area to area. The ability to put together several funding sources may be the difference between success and failure of the retraining project.

Step 5. Encouraging Participant Involvement

When there are large numbers of displaced workers, it is not hard to secure people for retraining projects. However, it is important to make sure all eligible displaced workers have an equal opportunity to participate in the retraining program. Therefore, once the retraining component is in place, a press conference to announce the retraining is important and the public service announcements should go to T.V. stations, radio stations, newspapers, union publications and the Transition Centers.

The Des Moines Press Conference stressed that the displaced workers must register through the Transition Centers. The Transition Centers selected displaced workers for the assessment workshops prior to final selection for retraining. The press conference was announced by the Mayor and he presided at the press conference. Over 500 displaced workers called the Transition Centers the next day.

Step 6. The Assessment of Displaced Workers

The sixth step in the retraining model must be the assessment of the displaced worker's skills. Obviously, if there are many more applicants for retraining than there are available openings or positions, then some form of selection basis must be used. There are several existing assessment programs that are in place in Iowa area colleges today that will do some interest and aptitude testing and provide hands-on assessment of what different vocations involve. At the Des Moines Area Community College, one assessment center, the Career Development Center, involves hands-on experiences in a number of occupations and a variety of skills. Essentially, the workers were assessed in relation to the retraining areas developed. In addition to the assessment center concept, certain testing models help to determine and measure aptitude, interest, and other skills necessary for participant placement in the retraining programs. Assessment of academic achievement can also be done. For those who have completed less than a high school education G.E.D. testing for a High School Equivalency Certificate can be carried out.

It is important to match the displaced workers well with the retraining areas. The assessment phase is important and may take up to five (5) days to complete.

Step 7. The Selection of Participants

The educational institution selected to provide the training gave the Transition Centers information about the specific content of the retraining programs and specific information regarding characteristics of successful trainees for each training area. For example, the Career Development Center did an extensive evaluation of each individual to assess the potential of that individual for success in each retraining area. Some of the assessment instruments were developed specifically for a particular component in the retraining program.

The selection of participants is done by the Transition Center by matching the skills and competencies of the worker applicants with the openings in the retraining programs.

The final acceptance of students remained with the educational or entity offering the retraining but in most cases the recommendation of the Transition Center was acceptable.

In the case of on-the-job training or slot-in to existing programming in the public and private sector, the applicants were assessed and matched to slot-in vocational training already in existance. However, these were done only in areas where the Job Service of Iowa indicated placement opportunities. One reason for doing extensive interest and aptitude assessment was to ensure the best match of displaced workers with the training areas. In this way, the attrition rates could be kept to a minimum which allows for maximum cost efficiency of retraining dollars.

Since the attrition rate was virtually zero, (four of 268 or 1.5 percent) there is support and justification for extensive student assessment before training.

Step 8. The Training Phase

First of all, the task force must determine what retraining areas might provide jobs after the training occurs. The committee immediately began exploration of what types of training approaches might be possible.

There are several possible educational delivery models to explore:

- Class size projects
- Slot-in Training; Putting people into existing vocational programs
- On-the-job training
- Combinations of those above
- Other, such as G.E.D.

Initially, the committee requested a thorough manpower needs listing from Job Service of Iowa. This manpower needs analysis would be the backbone of all later decisions. Even in these bad economic times, manpower needs were exhibited that were in high enough numbers to suggest class size activities. These areas became clear-cut targets for further study.

Next, clusters of similar or related jobs were located by Job Service staff. Apparent openings were studied and measured carefully to inventory solid training areas. Using this method, class size retraining programs were recommended for implementation. In the Des Moines project, the class size activities at the Des Moines Area Community College were a one year Computer Programmer course, sixteen weeks of traffic and warehousing management, retail sales and supervision, building heating and cooling maintenance. At Drake University, a three month class in "Basics in Supervision" was developed. Massey Ferguson, Inc., offered a four month Computer Programmer class. The Des Moines Public Schools offered an on-the-job-training component for both Apprenticeship and non-Apprenticeship Occupations.

The next task was to locate other job needs or areas where retraining might make the displaced worker employable. Many of these job areas showed one to four vacancies possible. For those, slotting into existing vocational programs is a practical approach.

In the Des Moines displaced worker assessment we found many individuals needed General Educational Development (G.E.D.) preparation for the Iowa High School Equivalency Certificate. G.E.D. classes were held and many people progressed very rapidly through the five (5) tests and completed their High School Equivalency Certificate.

The G.E.D. instruction should be built into the overall retraining program. The displaced worker makes an excellent student. Experienced in good work habits, most accept tasks well and are diligent students. If there is a secret in teacher selection, it would be to select those who enjoy mature students who have a specific objective, to complete retraining, and secure a new job.

The length of the various retraining courses should be as condensed as possible and should begin as soon after the lay-off or closings as possible. The Des Moines experiences would indicate that the shorter the time from plant closing to the retraining effort the greater the chances of the individual completing and having high placement success. The retraining courses were three months to four months in length with one class being one year long.

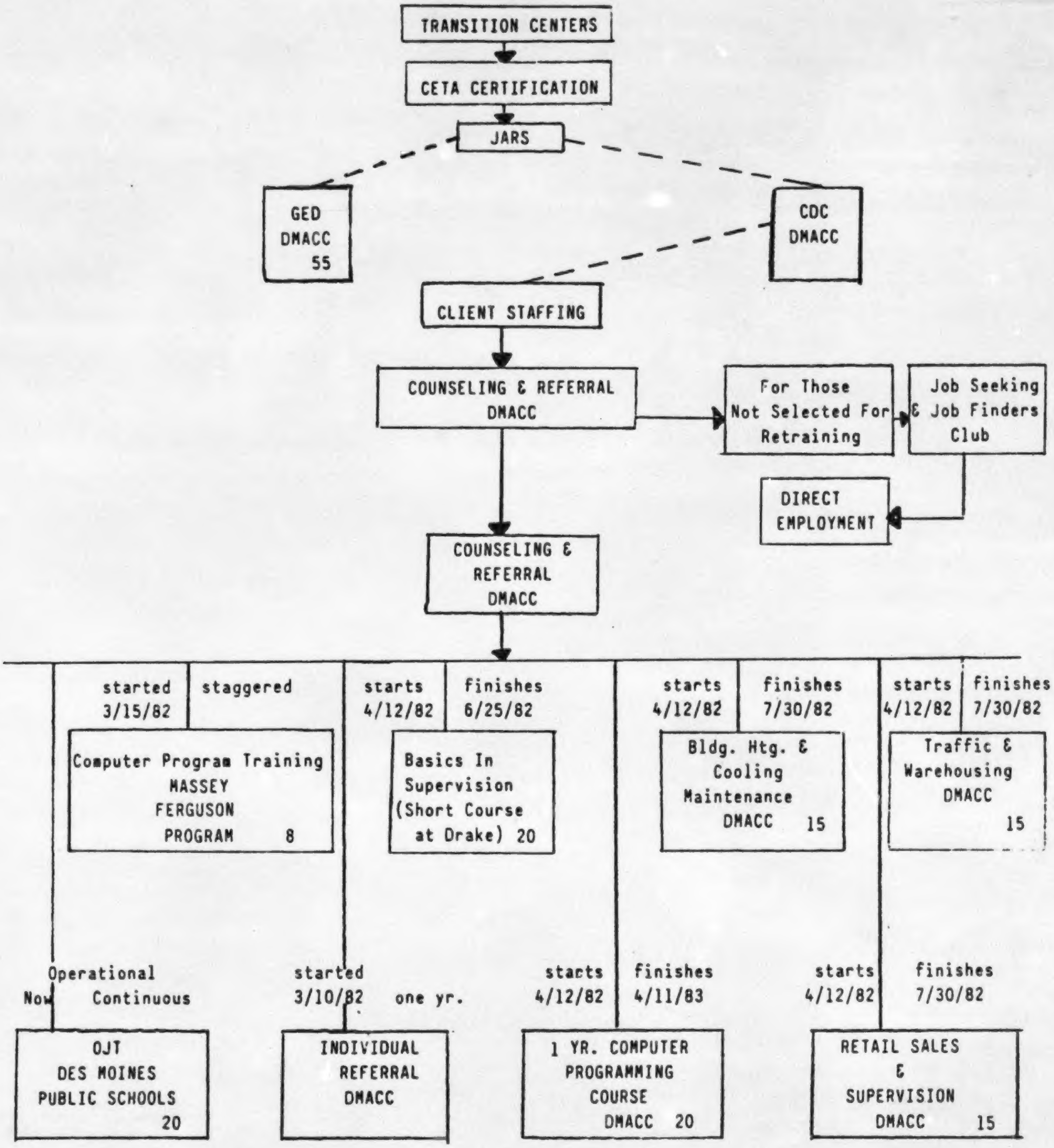
The following chart outlines the initial Des Moines retraining project.

Mayor's Task Force on
Plant Closings &
Job Retraining for
Displaced Workers

RETRAINING PROGRAM

DES MOINES

Started 3/1/82



TRANSITION CENTERS
CETA CERTIFICATION
JARS
GED DMACC 55
CDC DMACC
CLIENT STAFFING
COUNSELING & REFERRAL DMACC
For Those Not Selected For Retraining
Job Seeking & Job Finders Club
DIRECT EMPLOYMENT
COUNSELING & REFERRAL DMACC
started 3/15/82
staggered
Computer Program Training MASSEY FERGUSON PROGRAM 8
starts 4/12/82
finishes 6/25/82
Basics In Supervision (Short Course at Drake) 20
starts 4/12/82
finishes 7/30/82
Bldg. Htg. & Cooling Maintenance DMACC 15
starts 4/12/82
finishes 7/30/82
Traffic & Warehousing DMACC 15
Operational Now
Continuous
OJT DES MOINES PUBLIC SCHOOLS 20
started 3/10/82
one yr.
INDIVIDUAL REFERRAL DMACC
starts 4/12/82
finishes 4/11/83
1 YR. COMPUTER PROGRAMMING COURSE DMACC 20
starts 4/12/82
finishes 7/30/82
RETAIL SALES & SUPERVISION DMACC 15

Entry for all displaced workers in retraining system via Career Development Center
Selection in program areas will be by the institution providing the retraining program.

Any institution or agency involved in retraining should attempt to make graduation exercises mirror the standard policy of that agency or institution. If the normal graduation ceremony is formal, do the same for these graduates. Des Moines Mayor, Pete Crivaro participated in the graduation program for each retraining class. The students and their spouses tremendously enjoyed the graduation ceremony and the support of the mayor.

Step 9. The Job Development Effort

After the retraining program has been developed it is essential that jobs be developed.

Each training program had a component in Job Seeking/Job Finding Club activities so the workers would be better prepared to seek new employment. This component is very important and necessary.

The Transition Center staff, with the help of job services and the Chamber of Commerce, assisted in the job development phase.

We secured funds from Community Development Block Grant Funds to hire a job developer and the Private Industry Council funded a job developer through the Chamber of Commerce.

In difficult economic times as we now face, assigning a job developer to each retraining class seemed to work well. Job development was coordinated so employers were not contacted by each job developer.

Step 10. The Job Placement Effort

After training, job placement is the goal. The job developers assisted the displaced workers and continue to do so until everyone is placed from the retraining programs. We must match workers with job opportunities. The Des Moines placement experience, 60 days after training for the first eight retraining classes were completed, stood at 84 percent placement in their new occupational fields.

It is important to be sure people get to their interviews and the job developer can also assist in setting up these interviews. To keep the Mayor's Task Force, CETA and all other organizations informed, placement reports need to be developed and made available. These should include information about the job title the worker is in, the starting salary, how the job related to training and the starting date of employment. Follow up should be done at 30, 60 and 120 days to be sure workers are continuing on the job.

DRAKE UNIVERSITY
DES MOINES, IOWA 50311

OFFICE OF VICE PRESIDENT
ACADEMIC ADMINISTRATION

October 23, 1982

Dean Philip Langerman
College for Continuing Education
Drake University
Des Moines, Iowa 50311

Dear Dean Langerman:

Drake University is proud of its role and contribution to the Mayor's Task Force on Plant Closing and Job Retraining.

You have been very actively involved in Manpower planning by serving as Chairperson of the Central Iowa Employment Training and Planning Council, Chairperson of the Planning Committee for the Private Industry Council as well as being the Chairperson of the Mayor's Task Force on Plant Closing and Job Retraining/Education and Retraining Subcommittee.

The College for Continuing Education at Drake University has taken an active role in trying to assist displaced workers by offering two "Basics in Supervision" courses. It is my understanding that there is a better than 75% placement of the 43 people who receive training in this intensive twelve week program as of this date.

It is my judgment that the private colleges and universities should be contacted in communities where plant closings occur, to see what role they might play in providing services to displaced workers.

Drake University hopes to continue to be involved in programs that meet such human needs, and will attempt to utilize our personnel and other resources to assist displaced workers.

Sincerely,

James W. Kolka

lmc

cc: President Miller

DES MOINES AREA
COMMUNITY COLLEGE

ANKENY CAMPUS
2006 S. Ankeny Blvd.
Ankeny, Iowa 50021
(515) 964-6200

BOONE CAMPUS
1125 Hancock Drive
Boone, Iowa 50036
(515) 432-7203

URBAN CAMPUS
1100 7th Street
Des Moines, Iowa 50314
(515) 244-4226

WESTERN
ATTENDANCE
CENTER
229 N. Main Street
Carroll, Iowa 51401
(712) 792-1755

October 27, 1982

Dr. Philip D. Langerman, Dean
College for Continuing Education
Drake University
2700 University
Des Moines, Iowa

Dear Phil:

The Des Moines Area Community College is pleased to respond to your request to list the types of services which were provided in the retraining program.

During the Mayor's Task Force on Plant Closing/Retraining, the Des Moines Area Community College provided services in the following areas:

1. Testing, counseling and career assessment services were provided to 193 displaced workers through the college's Career Development Center.

2. General Educational Development (GED) - Two continuous classes were conducted to assist 37 displaced workers in obtaining their GEDs.

3. Short-term vocational programs in skill occupational areas - Three 16 week programs were developed and conducted for 45 persons in occupations identified by Iowa Job Service where a demand for workers existed.

4. One-year Computer Programming Course - A comprehensive course for 20 displaced workers was developed and will complete in March of 1983.

5. Slot-In Vocational Training - Displaced workers who exhibited ability and interest in existing DMACC programs were provided instruction through a slot-in program.

6. Individual Referrals - This component assisted displaced workers to select specific DMACC programs for their retraining option.

7. Administered sub-contracts for a short-term Business Management Program at Drake University and an On-The-Job training program conducted by the Des Moines Public Schools.

DES MOINES AREA
COMMUNITY COLLEGE

8. Job Development - The college employed an individual to coordinate with the Mayor's Task Force to find employment for persons completing the retraining programs.

In conjunction with these activities, the college prepared and submitted grant proposals to secure funding for several components of this retraining system. Funding for these areas of retraining were awarded by the Iowa Department of Public Instruction, Office for Planning and Programming through the Governor's Special Grant Division, Central Iowa Employment and Training Consortium, and the Private Industry Council.

Community Colleges can play a vital role as part of a community effort in responding to the needs of displaced workers in their district.

The Mayor's Task Force has demonstrated that all segments of the community working together can make a positive impact for those affected by Plant Closings. The Des Moines Area Community College is happy to be a part of this important effort.

Sincerely,

Rich Byerly/K.H.

Rich Byerly
Vice President
Development Services

RLB:cw

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Washington, D.C. 20402

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Indianapolis, IN. 46268

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Kalamazoo, Michigan 49003

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Logan, Utah 84322

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Iowa State University
107 Curtiss Hall
Ames, Iowa 50011

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State of California
Office of Planning and Policy Development
Ruth Fedrau, Manager
Plant Closures Response Unit
800 Capital Mall
Sacramento, California 95814

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Plant Closings: Resources for Public Officials, Trade Unionists and Community Leaders, May, 1979, 85 pages

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Utah State University, UMC35
Logan, Utah 84322

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Publications Office
P.O. Box 37209
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